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U.S. ARMY RECRUITING and CAREER COUNSELING

journal

SEPTEMBER 1977

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PROSPECTING

the way to strike it rich

Views and Reviews

MG Eugene P. Forrester

In the past few months, I've received "Forrester's Focuses" from recruiters who are concerned that we--those of us at higher headquarters--are not getting the word of the Volunteer Army's successes and of its desirability as an honorable profession to members of Congress and even to the President.

I don't have a crystal ball, but I expect most of the concern comes from hearing talk of the draft returning, reading isolated (and sometimes ill-informed) press criticism of the Volunteer Army, and from infrequent comments made by some of our Congressmen and other leaders.

Let me give you a brief rundown of what we have done:

- o Speeches before press and influencer organizations;
- o Regular contact with Civilian Aides to the Secretary of the Army;
- o Regular reports to the Secretary of the Army;
- o Invitations to officials at DA level to go out and tell the country about our work; and
- o Briefings to influencers and Congressmen who are interested.

This last one is an important one and we are pursuing this course vigorously. One example stands out in my mind. Representative Steiger of Wisconsin came to USAREC one day recently and we gave him our regular briefing about what we do and how we do it. He appeared greatly impressed. So impressed, as a matter of fact, that he made a lengthy statement before Congress about our efforts. It appeared in the Congressional Record.

So, rest your fears. Just as you work to favorably influence your community leaders, we do the same at the national level. We know that once people understand how we do things, and why we do them, they will approve and better appreciate the outstanding efforts you are making.

One last point: you have often been told, I'm sure, that you are the Army in your community. Because of that, you have the privilege and the responsibility of showing the Army at its best at all times. Your efforts in the community and the work done at the various headquarters levels results in a very fragile fabric at best. One mistake that makes the national media can unravel the whole image fostered by all other dedicated and highly professional members of this Command.

Think twice and cherish the reputation that the vast majority of USAREC's people have spent years in developing. Let us continue to reflect our Army in the best light.

Good recruiting!

EUGENE P. FORRESTER
Major General, USA
Commanding

How to reduce your objective (and cut Army spending too)

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The USAREC CG wants it; the region and DRC commanders want it; area and station commanders want it; but the Army needs it: quality.

Quality in the form of young men and women who are high school diploma graduates.

And there are people who will say that being a diploma graduate is not a guarantee of success in the Army — that there are many non-high school graduates who are now top-notch soldiers — but the record shows that for every non-grad who completes his tour of duty, there is one other who returned to civilian life before ETS. Compare this to the record high school diploma grads have made: three out of every four diploma grads serve to ETS. (Interestingly, soldiers with a high school GED equivalent depart the Army early at almost the same rate as the non-grads.)

The difference in loss rates between the diploma grad and the non-grad (see loss rate table below) is ascribed to the grad's ability to complete something he starts. During the education process through high school, our best prospect learned to accept authority, developed self-discipline, demonstrated the ability to learn, and of course, showed he or she could complete what he or she started.

When a person leaves the Army, USAREC has the task of finding his replacement. Those people who leave the Army before their ETS mean increased effort on the part of USAREC — and specifically the field recruiter — to find a replacement before the scheduled time.

In a word, higher objectives — something nobody needs.

Looking beyond USAREC, these dropouts mean that TRADOC must train more people than would be if every first term soldier stayed in the Army until ETS. Current estimates are that the Army must spend about 20 percent more training dollars because of the higher dropout rate of the non-grad, as opposed to the diploma-grad.

Taking a look at the chart below, notice that as the rate of diploma grads rises, the NPS(M) objective drops. Between FY 74 and FY 76, USAREC increased its intake of diploma grads almost 20 percent, or over 13,000 people. During the same time, the NPS(M) requirement steadily dropped. By FY 77, that 20 percent rise in diploma grads resulted in a drop of over 11,000 NPS(M) from the objective for FY 76.

The command's success in recruiting diploma grads in previous years is paying off in reduced objectives for FY 77.

This reduced objective gives recruiters the time to invest effort into finding more quality soldiers for the rest of FY 77 and for FY 78; this will, in turn, even further reduce the future NPS(M) requirements.

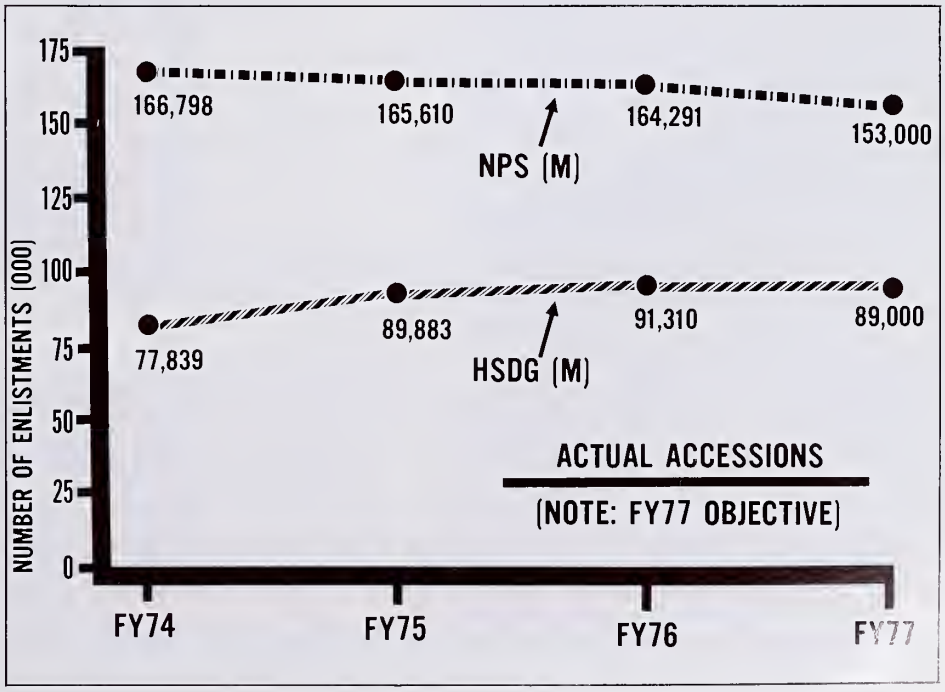
Further drops in the requirements for NPS(M) recruits are expected — to about 140,000 annually.

The answer to lower objectives tomorrow is quality recruiting today. That way, the recruiter's job is easier, the Army saves money by not training extra people, and everybody wins.

NHSG/HSDC RATIO

NPS(M) LOSS RATE

FY	TIS(M)	HSDG	NHSG	AVERAGE	RATIO
73	36	22.4	49.0	33.3	2.2
74	36	26.7	51.0	39.8	1.9
75	24	23.3	44.5	33.5	1.9
76	12	17.9	30.9	24.3	1.7
TQ	6	12.2	21.4	16.1	1.8



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DEADLINE — Photos and articles due first of each month two months prior to publication.

Phone:
C: 312-926-2948/3918
A: 459-2948/3918
FTS: 384-2948/3918

Published monthly by the Office, Chief, Public Affairs, U.S. Army Recruiting Command as a medium for the active exchange of ideas between persons involved in recruitment and retention for the United States Army. Use of funds for printing this authorized unofficial publication has been approved by Headquarters, Department of the Army, 23 December 1975. Controlled circulation postage paid at Milwaukee, Wisc. 53201. Views and opinions are not necessarily those of the Department of the Army. Items of interest should be mailed to:

Commander
U.S. Army Recruiting Command
ATTN: USARCCS-PA (Journal)
Fort Sheridan, Ill. 60037

Letters

Where are they?

Note cover on recent (May 1977) *US Army Recruiting and Career Counseling Journal.*

Where are the ladies on the cover?

Valencia N. Prock
Dean and Professor,
School of Nursing
University of Wisconsin-Madison

We have not forgotten women — they are all part of our big Army family. Several of the covers and many of the articles in our magazine featured women in the Army. The May cover was designed to represent our most needed and most difficult to recruit prospect — the high school grad nonprior service male. To meet the Army's needs we must recruit per week about 300 women and 4000 men. (Of the active duty total strength of about 780,000, the Army is limited to having around 50,000 women.) Statistically speaking, if the line of prospects shown on the cover were to be continued, the 15th person would be wearing a skirt.

How many?

Since the inception of QIPS, how many gold badges have been awarded in USAREC?

How many — First sapphires?
— Advisory Council members?
— Sedan decals?
— Second sapphires?
— Sec/Army Advisory council members?
— Third sapphires?

Of the number in each category, how many are still on recruiting duty?

SFC Ed Davis
Station Commander, Yuma, Ariz.

According to records kept in Recruiting Force Management at HQ USAREC, as of May 31, 1977, here are the numbers you wanted:

- **1591 gold badges**
- **896 first sapphires**
- **204 sedan decals**
- **82 second sapphires**
- **22 SA Advisory council members**
- **14 third sapphires**

Regarding your question about how many of each category are still on recruiting duty, our experts in RFM tell us that their record system isn't structured so as to pull that information out except by a manual search of thousands of file folders.

There are more . . .

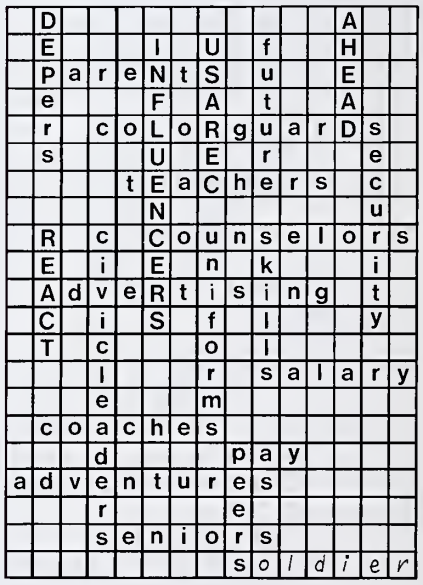
The "Influencer Puzzle" on the cover of the June 1977 issue of the *R&CCJ* is a most ingenious device for getting your point across. However, I do feel that you perhaps omitted another, perhaps the most important influencer — the active duty soldier. He or she was also once a name on a Form 200 (card).

I think the "Influencer Puzzle" should be reprinted again in the next issue with **soldier** emphasized. After all, who wants to be a soldier unless being a soldier really means being associated with others who take pride in being a soldier. Past and present soldiers are, in my mind, the key influencers.

COL G. C. Burch
Chief, Los Angeles Branch
Office of the Chief of Public Affairs
HQ DA

An Attaboy, suitable for framing, has been sent to Colonel Burch for his very valid point about soldiers as influencers. We didn't mean to overlook the role that active duty soldiers (outside of USAREC) play in recruiting; it's just that not always will recruiters have available to them local people in uniform for testimonials. The recruiter aide program has gone a long way in changing this.

Recognizing Colonel Burch's idea, below is a reprint of the June cover puzzle with the modification he suggested.



U.S. ARMY RECRUITING and CAREER COUNSELING
journal
Vol. 30
No. 9
September 1977
The Army recruiter's professional magazine since 1919

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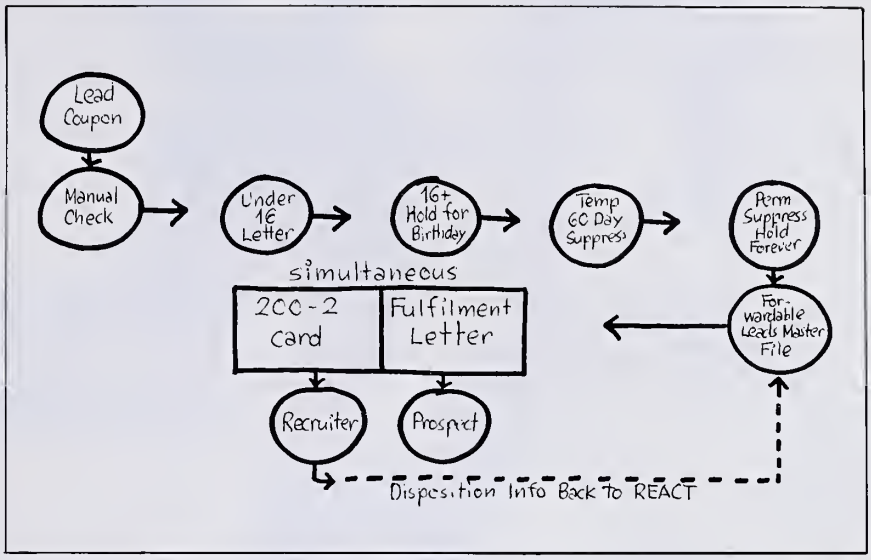

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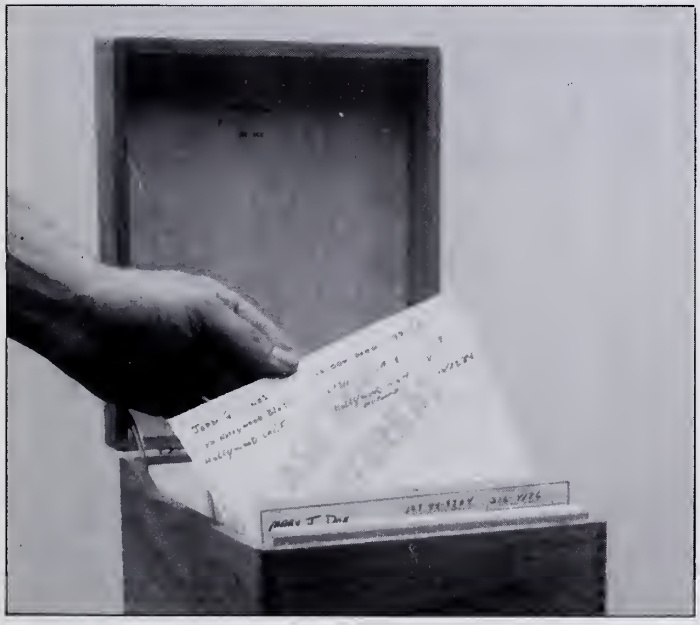

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The stylized rendering of an old time prospector on our front cover (left) was provided by Lou Pearson of the Fort Sheridan TASO. The back cover, (right) featuring MOS 43E, Parachute Rigger, continues the Journal's standing feature, a "Handy-Dandy Guide to the United States Army."

Prospectors tell how

GOLD DISCOVERED IN SOUTHEAST!

By SP5 PAT SINCLAIR
HQ, SERRC, A&SP

The cry of the mid-1800's was "There's gold in them thar hills!" Prospectors poured into the gold fields in the hope of striking it rich. Prospectors can still be found looking for "gold" but the hills have become high schools and the gold, graduating seniors.

Army recruiters use many of the "old timers" methods to prospect for high caliber recruits. The days of trial and error, however, are gone. Time is the all important element many people can't afford to waste, most of all a successful recruiter. Scientific methods (prospecting techniques from Special Text 12-163 and Appendix B of USAREC Pam 600-4) used today analyze various factors to help locate the gold diggin's.

Market studies and costs of advertising all play a part in aiding the recruiter to find the best prospecting areas. However, other fields may reward a recruiter with much "gold" if he can find the right "vein." In other words, with the aid of modern advertising, market studies and good, honest, old-fashioned elbow grease, any area may become a gold mine of high quality recruits. The all important question then becomes "Where to prospect?"

Sergeant First Class Charlie Johnson, assistant operations NCO for Recruiting Division SERRC says that "Prospecting is something a recruiter does, but may find impossible to explain. Salesmanship is the key. First, trying to sell himself and then Army opportunities."

"Many prospects come from people who just stop to talk or get information; enlistees who are being processed into the Army talk about

their friends and where they like to hang out; these are all prospects and any one of them could be the lead to the mother lode."

Sergeant Johnson has been off production since 1975. "Since then, many changes have taken place for field recruiters," he continues. "QIPS was just coming into recruiting when I started, but now the monthly objectives have been changed to weekly and the recruiter of today is younger.

Time is the all important element many people can't afford to waste, especially a recruiter.

"Prospecting is basically the same thing, trying to find the quality recruit and putting him in the Army. Prospecting can be especially difficult in some areas. By sticking with it, though, and going that extra hour, a recruiter may turn a corner and find himself producing in an area that has formerly been nonproductive."

Master Sergeant Charles H. Shortsleeve is a former recruiter who now works in Recruiting Management at SERRC. "I guess the definition of 'prospecting' would read something like 'finding leads which develop into applicants'," says Sergeant Shortsleeve.

"The Recruiting Command is very interested in the male high school diploma graduates," says the former Miami recruiter. "This coincides with the sophistication of many Army programs that require a higher degree of education.

"Prospecting is a matter of obtaining leads," explains Sergeant Shortsleeve. "ASVAB is a place to start. Today, many opportunities parallel activities that high school students participate in at school. Army band leaders, for example, come to high schools to conduct auditions. Or, by taking various shop courses, young people can make them pay off with comparable jobs in the Army."

Advertising, in Sergeant Shortsleeve's opinion, is a big key to quality leads. "In past years, Army advertising was geared for a broader base with combat arms incentives and unit-of-choice options," he adds. "Today, however, with the age of specialization, the advertising is geared towards someone with a higher degree of education."

"The whole idea of prospecting in high schools," continues Sergeant Shortsleeve, "is to split your time between the faculty members and the students." "Make an appointment with school officials, if possible," urges Sergeant Shortsleeve.

"When two recruiters show up to chat with the students, and they bring a sister service recruiter along, the probability of the recruiter hitting a 'vein-of-gold' is much greater. It just seems to work out when two or more recruiter go to the school; the students are less put off than if only one goes," Sergeant Shortsleeve concludes his advice.

Master Sergeant Jose B. Fernandez, the career counselor at HQ SERRC, first came into recruiting in 1971 and was assigned to the San Juan DRC. He recalls, "At first the station commander provided me with leads. This came about after my first month on duty. During this time I went out with seasoned recruiters to watch and learn the techniques they used in selling the Army."

It wasn't long before Sergeant Fernandez realized that no two recruiters would prospect in the same way, yet both of them would be called successful.

"One of the first and most important things I had to learn was to sell myself first," states the 20-year Army veteran. He went on to say that if personalities are not harmonious it becomes next to impossible to get the "foot in the door" for recruiting purposes.

Sergeant Fernandez prefers an informal approach. "I would sell myself while talking with a group of high school students at the school. Usually, this was accomplished with small talk and listening to them. When a person asked me specific questions about an Army job or get into the requirements to join, then I'd start to sell the Army."

By sticking with it, a recruiter may find himself producing in an area that had formerly been non-productive.

He feels that if he couldn't sell himself first to his audience, the subject of Army opportunities would never come up. "I used to have people come into my office looking for some information about the Army and they would sit and talk about their future but still not enlist," he says. These same people would then talk to their friends who were looking for something better and they'd refer these friends to me." Then he knew he was effectively selling himself and what the Army offered.

So, while recruiters are not necessarily prospecting for *gold*, they are prospecting for a golden opportunity to sell someone on the benefits of an Army career.

Searching for gold under the silver arch

By CHRIS PHILLIPS
St. Louis DRC

The search for the applicant begins with the process of prospecting — compiling and refining lists of potentially qualified enlistees. Three of the St. Louis DRC's top recruiters and the PDNCO, all with proven track records in recruiting, discussed prospecting recently. They were: Sergeants First Class Thomas J. Bloodworth, station commander, Alton, Ill.; Jimmie M. Gould, station commander, Affton, Mo.; Donna K. Bramley, Florissant, Mo.; and Carl L. Reeves, DRC PDNCO, former station commander, Overland, Mo.

Locating prospects is the first step of the process. Prospects can be found in a variety of places, but, of course, some places are better than others. The participants indicated that personal style and station demographics dictate the best places to look for leads.

"For our station," said SFC Donna Bramley, "the best places to go are high schools. That's where the greatest concentration of quality prospects is.

"The most important thing is to make personal contacts. We have one school in our area where the teachers, administrators and counselors were against the military. They didn't want to have anything to do with us and the reason was that they didn't know anything about us. We went into the school and attended teachers' meetings every week, got to know every teacher in that school. It was worth the time and effort. The teachers send students to us now and announce our visits in the school bulletin. Those visits paid off.

"I've found teachers, rather than counselors, are the most important and helpful CIs in the schools," Sergeant Bramley added. "We give career classes, and talk to classes about subjects we're competent in. The teachers are glad to have us do it; it gives them a chance to take a break. And in a multi-man station, there's usually someone qualified to talk to some kind of class."

"I write school administrators in September," said SFC Jimmie Gould, "introduce myself and tell them when I'll be coming by. Then I make my first visit about two weeks after school has started. I meet the counselors, feel them out to see if they'll help me, and start trying to secure a list. I tell them about the Army's policy on dropping out and offer to put up literature on that subject in the school. That way I'm selling myself to them a little bit.

"If the counselors won't help, I visit the principal's office and teachers' lounge. I ask teachers when students have study halls. I visit classes and, even if I'm not talking about the Army, I'm in an Army uniform."

During the school year SFC Carl Reeves follows a set procedure. "I know what time I'll be at a school and I know the area I'll be in that day. I go out in the morning, before I visit the school, and contact people with businesses, make friends with them, put up posters and leave my cards. And then in the afternoon, after the schools are out, I hit the drive-in restaurants and places like that."

"There's an endless list of places to go: civic clubs, gas stations, hangouts, book stores, game rooms; you can find leads anywhere," said SFC Gould. "But our best source is referrals. You get a more interested prospect that way, and a prospect you know more about."

Sergeant Reeves agreed. "I found when I got a referral, I was more likely to get a qualified prospect than from any other way. The one providing the referral knows what the person's qualifications are, and why he would be interested in the Army."

"Most of our leads come from referrals," said SFC Thomas Bloodworth. "The recruiters in my station get five referrals from everyone they interview."

The participants agreed that the prospector's single most useful tool is the telephone. "I have each recruiter in my station make at least 400 calls a month," commented SFC Bloodworth. "I want to see that many

attempts at a minimum."

"In our station," said SFC Bramley, "we've found it better to aim for a given number of appointments, rather than a set number of calls. That outlook makes you talk longer and do a more thorough job.

"There are times when you are more likely to catch the prospect in," she continued. "During the school year, call between 3 p.m. and 6 p.m. In the summer, call first thing in the morning, before he goes out."

No one telephone style can work for everyone, the recruiters agreed. Each recruiter must arrive at the technique which gives him or her the best results. Once a recruiter has developed and refined an effective telephone pitch, however, he or she must stick with it. Practice makes perfect.

"Timing your mailouts is important," said SFC Bloodworth. "We send our first mailout during July, to students who will be seniors. Usually we just send a card asking them if they're interested. That way we reach them before they've made any kind of decision.

"We make our next mailout about two weeks into their senior year," he continued. "The timing remains important. During the first two weeks, they're too busy for anything. Any later and we've lost the initiative; they may have started to make plans or been contacted by another service. Then we send about six more mailouts during the senior year and more to some students."

The recruiters feel mailouts are especially effective at two other times of the year; about a month into summer vacation and right after school resumes, with mailouts in the latter case going to last year's graduates.

"After he's been out about a month, he's a prime candidate for enlistment," explained SFC Reeves. "He's been out of school long enough to have his vacation, and he'll be looking for something to do."

Organization is important with mailouts. "We sort our prospects into three groups," said SFC Bloodworth. "We have the group that is going to college, the group that is looking for a job and the undecided group. The first two groups get applicable RPIs — Project AHEAD for the college-bound, job-oriented for the ones looking for a trade. The undecided are the ones we concentrate on. We want to talk to them and hopefully enroll them in the DEP."

You may not be able to get "gold" from the waters of the Mississippi, but the riverbanks of St. Louis, with a little prospecting, can be a real gold mine.

Prospecting in Cleveland

By CAROL MASEK
Cleveland DRC

Anyone who reads the *Journal* knows what a prospect is; but what does prospecting entail? Here is how two of Cleveland DRCs top recruiters answered the question:

"Prospecting is searching out qualified leads wherever you think they might be," says Sergeant First Class David Utley.

"It's getting to know as many people as possible and letting them know you while earning their respect," says Sergeant First Class Robert Holmes.

They agreed that prospecting involves talking. Ordinarily, they noted, the recruiter may briefly mention a few Army benefits, but it's probably best not to talk about the Army until the formal interview. They stressed the need for avoiding "cramming the Army down the prospect's throat."

While prospecting the target audience is integral to the recruiter's success, it should not be accomplished at the expense of influencer contact. "However," SFC Holmes noted, "some recruiters don't get a lot of prospecting done because they don't get involved in their communities." He added that athletic booster clubs and Optimist clubs have been particularly helpful to him.

How much time does prospecting involve? "Prospecting is a 24 hour a day, seven day a week job," said Holmes. "As a professional a recruiter is prospecting whether he's grocery shopping, at a ball game or on the office telephone."

Sergeant Utley listed three types of prospecting and urges the exercise of each type in a recruiter's plans.

"Area canvassing involves going where young people congregate, talking face-to-face with them at schools, ball parks, unemployment offices, etc., and interacting with influencers. If you end up talking to a person, ask for referrals before you hang up," continued Utley.

"Telephone canvassing is the second type of prospecting. The third is mailouts. I think an important thing to remember about mailouts is that you should never mail more than you can follow up within five days," said Utley. "That way a prospect hasn't forgotten the literature he received."

Both recruiters agree on one more thing: the key step in being a successful recruiter is prospecting. Success in this area comes in terms of long range measurement. It is seldom determined on the same day, becoming apparent only after appointments are made — and kept.

"Recruiters should set goals for themselves," said Sergeant Holmes. "Gaining three face-to-face appointments daily has proved successful for me. At 15 appointments per week (60 per month), if you can't make objective then there's something else wrong."

There's gold in them thar hills

By JOHN KASPER
Baltimore-Washington DRC

For today's Army recruiter who prospects America's richest resource — the mother lode of her youth — the expression "There's gold in them thar hills" . . . continues to have meaning. Though there aren't many hills in the heart of the industrial Baltimore, there is the Conkling Street Recruiting Station, where Staff Sergeants Michael R. Delair, Gilbert F. Gray, and Eric A. Delen prospect for gold. The station is located in a working-class section known as Highlandtown. The area is populated mainly by persons of Polish, Italian, and Greek descent. "They're tight knit groups," SSG Delair says. "If you get one against you, you've got them all against you. If you're not respected in this community, you're not going to do anything."

Aiding these recruiters in gaining the respect and confidence of the community is the fact that two of them, SSGs Gray and Delen, grew up in the area and are graduates of local high schools. Both recruit from their alma maters and agree that being a graduate of a school helps in prospecting. Sergeant Delen has returned not only to his high school but to the very recruiting station where he joined the Army seven years ago. Delen used to work in a local bowling alley. His former boss is now one of his CIs, and he often bowls at the alley in his uniform. "I try to meet kids wherever they hang out," Delen says of his prospecting.

Sergeant Delair believes that it's important to be consistent in prospecting. He tries to visit at the same time each week fast-food restaurants, basketball courts, and other places where young people gather. "I let it be known that I'm always there." Although Delair believes that a regular schedule of visits is important in prospecting, he also admits, "Prospecting is something I do all day — every day. I've even got my wife doing it!"

The Conkling Street recruiters make it a point to be seen and known in their area. They bank at the local banks, visit the local VFWs, and frequently drop in at the local newspaper to keep them informed of their presence and their recruiting efforts. Although their area is urban, the recruiters believe that the personal touch is important. They try to get to know both their prospects and their families. "Pick the kid up at the door. Meet the family. If a recruiter doesn't do this, he isn't going to make it," says SSG Delair.

The Conkling Street recruiters know the value of their DEPs for referrals. They feel that follow up is essential to prospecting. As SSG Delair observes, "You don't get the enlistment unless you follow up. You don't get referrals unless you follow up. If you get one good candidate for enlistment and follow up, he'll bring in three or four referrals."

In the sprawling Maryland suburbs of Washington, D.C. is the Hyattsville Recruiting Station. Covering 25 square miles of Prince Georges County with a population of almost 200,000, the Hyattsville recruiting area can only be described as suburban. To cover this area, the station has five recruiters, Sergeant First Class Jess R. Mitchell, Staff Sergeants Jeffery

Johnston and Lonnie O. Pierce, and Sergeants Patrice W. Gates and Russell Varnado.

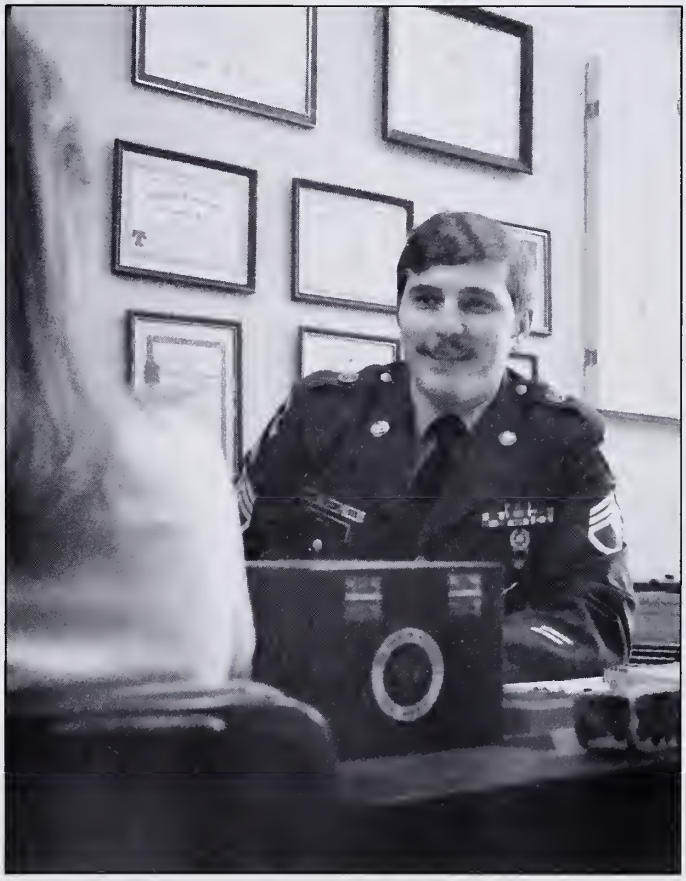
The station itself is located on the second floor of a 10 story high-rise professional building in the Prince Georges Center. Besides the recruiting station, the building houses the offices of doctors and lawyers, medical laboratories, and a county court. From the 10 floors of this building, SSG Pierce has gotten 12 enlistments, proving that prospecting, like charity, begins at home.

Sergeant Pierce regularly visits the recreation centers in his area and plays basketball and pool with the young people whenever he has the time. Like his city cousins, this suburban recruiter is a firm believer in the referral system. He knows that he can get several leads from one prospect. SSG Pierce cautions, however, that "It's useless to try to prospect in person at a high-rise apartment building that's locked up and you need a key to get into. Most of the people who live in high rises don't know their neighbors." The key that gets the recruiter into these buildings and puts him in touch with the people is the telephone. "The telephone is my tool," SSG Pierce declares. "Without it, I wouldn't put anybody in the Army and would just be spinning wheels."

Sergeant Mitchell also believes that it's important not to spin wheels. According to him, budgeting of time is absolutely essential in suburban recruiting. It's necessary to get involved in community activities, but also necessary to reserve enough time for other kinds of prospecting. The Hyattsville recruiters try to keep open the late afternoon hours when suburbanites return from work and school. Mitchell says that the hours from 5:00 to 8:00 are the prime time for recruiting in the suburbs. And echoing SSG Pierce, he adds that "We like to stick with the old standby — the telephone."

These suburban recruiters try to work a year ahead in their high schools. They work with this year's juniors in the hope that when they become next year's seniors they will already have a positive attitude toward the Army. They also coordinate with the high schools in the summer to set up ASVAB testing dates early in the school year. That way they can get some DEPs early in the year and have these students work for them the rest of the year. They have also found it profitable to keep in close touch with those high school seniors who have to pick up summer credits to graduate. These students have more free time and in the summer are considering post-graduation plans.

The Hyattsville recruiters make house calls, visit local VFWs and fire stations, participate in local fairs, and work closely with the National Guard and Army Reserve for active duty referrals. The process of refining leads is time consuming, according to SSG Johnston. But the key to success, he says, is to "Stay on top of it. Failure to keep in touch with prospects is a guarantee you'll lose them."



Staff Sergeant Eric Delen recruits out of the very station he was recruited in seven years ago. Perhaps the young lady he is recruiting here will return as a recruiter aide.

In prospecting, SSG Pierce advises, "You need to know who your people are, where they are, and what your objectives are. You can't use just one technique in prospecting. You have to use everything you can think of to make your objective." And sounding like a prospector of yore, he adds, "The sky's the limit. If you're going to bet, you might as well bet everything you have!"

REACT and the recruiter in the wilderness of Maine

By **BRUCE MANN**
Concord DRC

All recruiting stations within the Concord DRC have within their offices a sign which reads: WORK SMARTER NOT HARDER. The philosophy in itself is not new, but for the rural recruiter it has special implications.

The Rumford, Maine Recruiting Station has an awesome area of responsibility: 3802 square miles to be exact. With such a large area it would seem that prospecting would be a relatively easy task because there should be a proportionately greater number of prospects to contact. Unfortunately this is not the case. There are only 1.7 military availables (MA's) per square mile. Because there are so few MAs, REACT becomes a vital instrument in helping the rural recruiter reach those who don't desire to travel a considerable distance to the recruiting station.

In addition to helping reach prospects who might be missed with normal prospecting, REACT fortifies time management by making travel time cost effective. The Rumford Station Commander, SFC Robert Traverse, works smarter through effective utilization of travel time. Working REACT leads is an integral part of the daily travel routine.

According to SFC Traverse, "REACT is like money in the bank. We try to call within 24 hours of receiving the card. We know that the prospect has more than likely sent interest cards to the other branchs so we act on the lead as intensively as possible. If there's no phone number, we check with the post office for a specific or at least a general address. When we are in a particular area from which the card has been sent we check with neighbors for the exact address. While we're talking with the neighbor we attempt to pre-qualify the prospect through informal questioning. The questioning gives us an edge in planning our sales strategy."

How important is REACT to the rural recruiter? The recruiting stations within the Concord DRC with the greatest number of square miles are Rumford and Presque Isle, Me., and between them they cover 10,345 square miles which averages out to around 2600 square miles per recruiter. For SFC Traverse of Rumford, along with Presque Isle recruiters SFC Vincent Madore, SGT Bruce Brissette and SGT John Daigle, REACT is a very serious part of their recruiting efforts. Rumford converts 21.4 percent of their REACT leads to enlistments while Presque Isle converts a very respectable 16.9 percent.

The potential of REACT is only as high as the recruiter's belief in its effectiveness and the amount of time spent working at it. To the rural recruiter, REACT is much more than another piece of mail, it's a vital link in the chain of efforts that lead to success.

Color systematized ASVAB

Quality prospects are *red hot*

By GIRARD G. LAUREYNS
WRRC Education Liaison

"I've been ASVABed!" I'm sure you've heard the quip! More than a million students have taken the **A**rmed **S**ervices **V**ocational **A**ptitude **B**attery this year alone, and could have honestly uttered the phrase. Quite possibly more students have taken the ASVAB this year than any other single vocational aptitude instrument, and most found it beneficial.

Various students who have "experienced" the ASVAB, have indicated that they learned more about themselves — that they were made more aware of the numerous occupational differences and their interest in exploring career areas in greater depth had increased.

High school counselors use ASVAB scores in conjunction with a myriad of other guidance information to help students identify specific occupational pursuits and goals. Army recruiters have an occupational placement role functioning as an Army personnel employment official with the ASVAB serving as the job qualification exam. The same test - two different functions.

The armed services, including the Army, have used aptitude testing in classifying enlistees for vocational assignments for more than thirty years. In 1973 the ASVAB became the first aptitude instrument to be **required** for use by all the armed services.

This is how it works. The high school (institutional) test results are computer scored, and printouts are produced through the Armed Forces Testing Directorate, MEPCOM, Fort Sheridan, Illinois. These printouts are then forwarded to the appropriate recruiting stations, usually forty-five days after testing.

Incidentally, the Army further helps recruiters by synthesizing this ASVAB printout information and placing only relative data on the ASVAB 200-3 cards (USAREC Form 200-3).

These cards are received some days after the MEPCOM (DOD) ASVAB score arrives, but the information is in a concise, uncomplicated, Army only, easy to use format - something the other services don't have.

All ten required aptitude score areas are indicated on the printouts. No additional information is required for enlistment. (Enlistees will be given the Army Classification Inventory later for purposes of future classification).

After your MEPCOM printouts arrive, quick organization of the data is required. Remember, local recruiters from all services have received the same information at the same time you have. Why not "color systematize" the ASVAB printout for use until the USAREC 200-3 cards arrive? Here's the idea: first, highlite all seniors in **red**, just the grade designation will do, all juniors in **yellow.**

Now slide along the column until you've located the AFQT category scores. Mark all Cat. I-III with **red**, all Cat. IV in **yellow**, and all Cat. V in **green.**

Step three is to locate the "Plans after high school" indicators and color "military" and "undecided" **red.** "Work" and "Vocational/Technical Schools" become **yellow.** "2-Year and 4-Year College" mark **green.** Your rainbow is complete. Your high school list is systematized, and it's been accomplished in a matter of minutes.

To use it, simply contact all those students with three **reds** first; preferably as soon as possible. They're red hot!! Obviously, two **reds** and one **yellow** offer almost as much enlistment potential. Don't procrastinate there, either. Two **yellows** and one **red** color designator is next. Continue this procedure until you've processed the color code through the **greens.**

Stylize the concept. Be innovative. Use the color designators that appeal most to you. Add additional colors to expand your rainbow. **Yellow** and **green** (equaling **blue** for 200-3 card) possibly should be inserted for "2-4 years college" as a reminder to investigate that student's progress at some later date, or as a reminder to tag the 200-3 cards. At the risk of sounding sexist, **pink** and **baby blue** may be utilized to specify male and female students.

The question is, "What can ASVAB do for you?" Used correctly, it will lead you to your recruiting goals — They're at the end of your rainbow!

Albert in Computerland

A fanciful tale of one Army recruiter's tour through a terrifying world of lead coupons, 200 cards, DOs and manual bogus checks.

SGT A. E. NIGMA
US Army Recruiting Station
Hinterland, WVA

Dear Alice:

A few lines to explain why I had to cancel our date to see Scruggs & Company at the New York Music Festival last month.

As you know, I've been wrestling with a system called REACT. I thought the name meant "Reasonably Efficient And Complicated Throughout." However, yesterday I discovered a dog-eared regulation that was used to balance the station water cooler and discovered that REACT meant "Rapid Electronic Advertising Coupon Transmission." Hot Darn!

You recall that since Xmas I've written nineteen Forrester Foci to Fort Shaky about REACT. These questions and suggestions evidently get plugged into a "marketing" department. After each Focus, I get a call from some civilian dude who tries to explain DO's (dispositions overdue) and a variety of other strange things that appear on the cards and reports they send me.

Now, here's what created the problem. During my last conversation with USAREC, I mentioned I was going to New York on leave. The civilian dude got as excited as a hound dog during mating season and said he could resolve my next 20 Foci before they were written. He said that he'd rather not spend the rest of his life explaining REACT to me, and would I go on a free guided tour through LCS — the Army's electronic computer wonderland located near the "Big Apple."

At this point it occurred to me that I was writing so many Foci about REACT that the General probably knew my name better than his aide's. Therefore, it did not seem beneficial to my future to mention to the marketing dude that he was lousing up our Scruggs' day. Hence, I agreed to tour the magic land of LCS.

I asked if LCS Means "Lost Computer Solicitation?" The USAREC lad didn't seem to think this was a great funny and he wearily replied LCS means "Listfax Computer Services."

The "Mad Hatter" guide for my trip through the electronic looking glass was from our ad agency. I don't think he was a vice-president because he drove a compact. To get from Manhattan to the REACT Center we drove through the Bronx, a part of the greater New York that looks like Berlin when Adolf & Eva were housekeeping in the bunker.

After 15 death-defying minutes on an expressway we arrived at an industrial park area dotted by huge two-story brick warehouses. I imagine LCS is in a New York suburb because I saw some skinny trees.

The first part of my tour was to a room where a lot of ladies scanned every lead to toss out the Robert Redfords, Elizabeth Rays, Richard Nixons, Bugs Bunnys and some ingenious graffiti-type names.

After the manual bogus check, the leads go into a battery of terrifying, omniverous looking computers. The names then flow through a temporary suppress, a permanent suppress, and a "too young" hold file.

I discovered the temporary suppress prevents duplication if a person sends in two or three coupons in a 60-day period.

The permanent suppress stops phony leads which carry the names of congressmen and VIP's and also eliminates mailing to those who write in saying "take my name off the XX***!! list."

The "too young" file is for 16 year olds and this lead is held until the person reaches his or her 17th birthday. REACT then sends a nice "Happy Birthday" letter to the prospect and shoots out a lead to the recruiter.

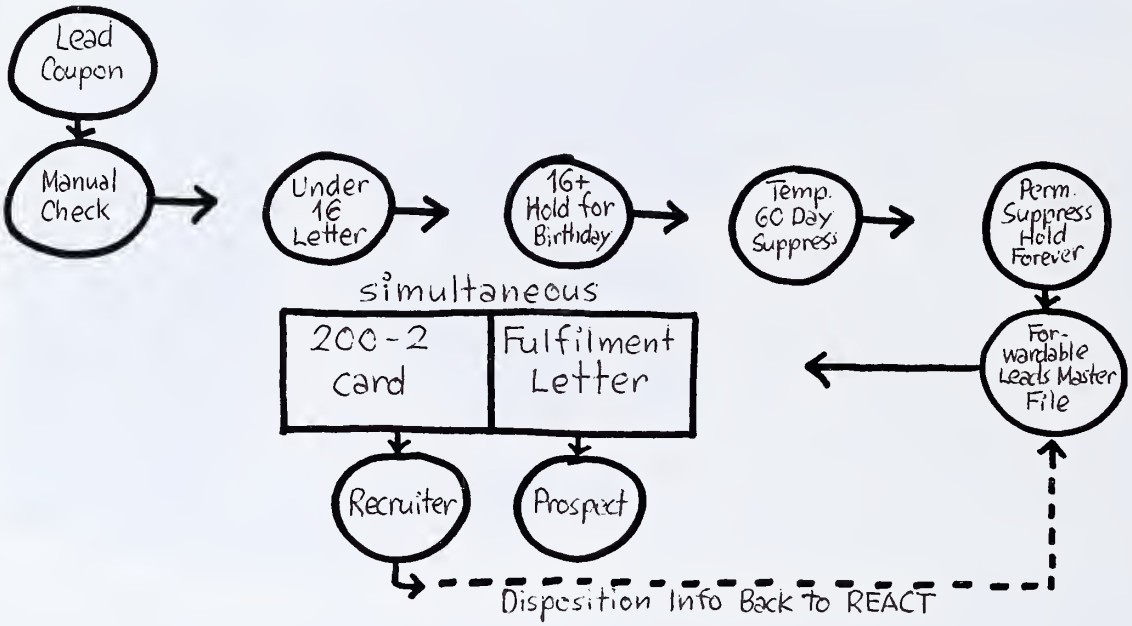
We also receive leads from lads and lassies 15 and under. One lad wrote that he had a terrible teacher (4th grade) and felt he'd join the Army "to get away from it all." Inquiries which fall into the "tenny bopper" set get a nice letter asking that they contact us when they're 17.

The most Jim Dandy part of this system is that the whole bit is accomplished in 24 hours. With all the purging, merging, and suppressing that is accomplished, it's hard to believe they can receive a lead at 10 a.m. on Monday and mail it to the recruiter by 10 a.m. on Tuesday or sooner.

Albert in Computerland

To show the agency dude and the computer man that I was really digging the tour and knew what they were saying, I whipped out my government pen and made the following sketch.

I'm going to use this very artistic rendering to suggest to sergeant "you know who" that it's rather DUM-DUM to let REACT leads sit for two weeks before contacting the prospect.



My reputation must have preceded me, because I then received a crash course on how to fill out the 200-2 card I send back to REACT. I didn't know you couldn't request a followup for more than one year and also that you can't check **two** boxes in the disposition section of the card. For example, if the prospect joined the Navy, I'd check "not interested" and also "enlisted other service." I told the LCS 200-2 card expert that if the dude had already joined the Navy he sure as hell was "not interested" in joining the Army.

The computer driver looked for a long time at the ceiling, shook his head, and counted to ten — slowly. He then explained that checks in two disposition boxes gives the computer a pain in its transistors, which causes the machine to rudely spit out the card. He said that computers with indigestion are not happy machines and would I please check only one disposition box in the future. I guess the only box I should have checked was "enlisted other service" for my Navy enlistee.

The computer driver then produced a copy of USAREC Regulation 601-51 (the same reg we used to balance the station water cooler) and almost everything was underlined in red. The Ayer man said that the twenty-five 200-2 cards returned to me last month for "Disposition Correction" were in violation of the sections of the reg which were underlined in red. I looked at the reg and decided not to say anything.

I picked up a lot of other info that I'll tell you about on my next trip to the "Big Apple." The tour most certainly wasn't as heavy as stomping and clapping with Scruggs & Company, but I picked up some smarts that should enable me to REACT better to REACT.

Warm affection from (I hope) your Number-One-Man.

SGT A. E. Nigma is a composite of individuals. The names have been changed to protect the guilty. John Dienhart, Direct Marketing Mgr. HQ USAREC.

Now and then it slips its leash

By JOHN DIENHART
Direct Marketing Mgr, HQ USREC

Despite all the merging, purging, scanning and banning, the REACT computer sometimes slips its leash.

Last year, on a bright December morning in Russell, Kansas, a postman delivered a REACT fulfillment package to a prospect. The cover letter suggested that the applicant insure his future by enlisting in the Army.

That afternoon, Senator Robert Dole, the unsuccessful Vice Presidental candidate, thanked the US Army for its kind offer. An Associated Press story swiftly circled the globe complete with headline: ARMY WANTS DOLE.

The story noted that Senator Dole, "a disabled World War II Army veteran, responded to the recruitment offer yesterday by writing that 'while I try not to let opportunities pass me by, since November 2, I must confess I've wondered.

" 'In any event, I will be in the US Senate at least four more years and would therefore suggest you contact me again in mid-November 1980.' "

A check of REACT records showed that the person who filled in the Dole coupon was probably a "hip" prankster who understands computers. The reply card was carefully typewritten, which means it probably came from an office environment. The street address was altered enough to beat a purge and the card advised us that Robert Dole was a high school graduate whose age was 18.

Any mailing list has a fractional percentage of error, and one of REACT's fractions recently hit close to home. Prospect Paul Freeman replied to an enlistment solicitation by writing a personal letter to Colonel Miller, Director, Advertising & Sales Promotion, USAREC. Prospect Freeman suggested that USAREC check the validity of their mailing list. The Freeman stationary masthead carried four unmistakeable stars. We apologized to General Freeman and hastened to remove his name from the list.

Recently, Cyril Hall, and James Wallace received a mailing from the Navy advising them "It's not just a job, it's an adventure." The oddity about this situation is that SFC Hall and SSG Wallace are unable to leave Fort Knox to go "adventuring" with the Navy. It appears that our Naval brethren also have problems with list goofs.

Business lead devices also have their headaches. O.J. Simpson took time out from running three airports to sign a letter for the Hertz Corporation. The letter was sent to a list of high-bracket airline travelers. One executive on the list was highly amused when his secretary delivered the morning mail. The lettering on the executive's door reads "Vice President, Public Relations." The lettering on the door leading to the company's main reception room reads "AVIS."

Recruiters in college towns are aware that the "Spring Rites Hi-jinx Campus Activities" often include attempts to outsmart military and business computers.

A Midwest recruiter, checking out a REACT lead, was confronted by a distraught professor who said he had received 125 pieces of mail in 3 days from coupons he knew nothing about. In addition to hearing from all the services, the educator was receiving information ranging from birth control to "Make Your Burial Plans Now."

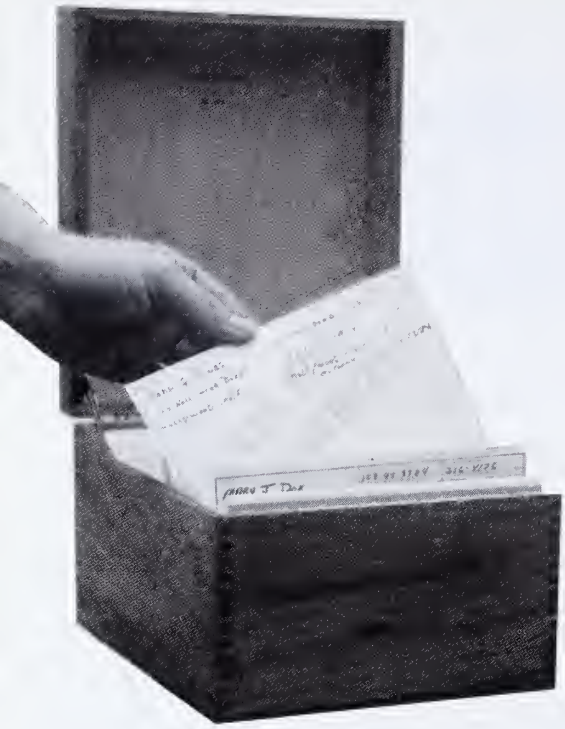
The occasional boo-boo's caused by machine errors, ingenious pranksters, and mailing list inaccuracies are "facts of life" in the electronic lead referral business. The problem factor is, in reality, trivial when measured against the mind boggling work load accomplished.

In the last 12 months 350,000 forwardable leads were sent to recruiters. From a "coverage" standpoint, an average of 8,000 solicitation letters were mailed to the territory covered by each recruiting station. Direct mail response accounted for 25 percent of all leads forwarded to the field and mail is our least expensive lead source.

The occasional slings and arrows are, in reality, few and far between when measured against the enormous volume of communication generated.

Besides, playing electronic chess games with a few pranksters keeps us on our toes.

Anyone for Computers? En garde!



Did you ever wonder

why IG inspectors check prospect cards?

By SGM DEL FINDLAY and MSG JAMES SHORES
Inspector General's Office, HQ USAREC

● "I'm a successful recruiter and I don't need **their** advice on prospect cards."

● "After all, numbers on the wall are everything, so why all the fuss about prospect cards?"

● "I remember those guys from last year. All they did was create problems because by prospect cards weren't up to snuff."

● "Don't they realize all that paperwork is just another paper drill we don't need?"

● "To get them off my back, I'll get some cards ready for them to inspect. Then they can find something and go away happy."

Any of that sound familiar?

The IG inspection team is not interested in raising a fuss or causing paper drills, but, to be honest, they sometimes are by-products of our inspections. The IG is interested in prospect cards because they provide so much information about recruiters, their supervisors, and the overall state of discipline and efficiency of the organization inspected.

The prospect card — the basic recruiting tool — is one of the most important sources of information in determining an overall evaluation of a recruiting station, area or DRC. The prospect cards provide the IG team with a great deal of insight into the basic management functions that must be performed if the mission is to be met.

For instance, prospect cards reveal the degree that continuity of operations is stressed by each level of command and the interest that leaders have in providing new recruiters with a reasonable chance to succeed. Let's face facts: if you don't standardize and institutionalize procedures — and insure that they are followed — it is just a matter of time before the organization fails.

Prospect cards also tell much about each recruiter: level of professionalism, self-discipline, thoroughness and attention to detail. All of this indirectly reveals what he thinks of his organization and how much loyalty he gives to it.

Loyalty? Right!

If the recruiter is concerned with the organization, cares about it, has pride in it, then he perceives the need to be thorough in his work and is aware of the need for continuity of operations. His performance and work habits reflect the actions he takes to insure the organization will succeed even after he is gone. If he is not concerned about the organization, and is thinking only of his own success, his management tools and actions will reflect this. A point not to be overlooked is that the recruiter's use of prospect cards and his work habits are a function of his perceptions of the organization and how effectively it responds to his needs, welfare and professional development.

Inspecting recruiting prospect cards often identifies deficiencies in the unit training program. Prospect cards help to point out recruiter strengths and weaknesses that help formulate recommendations to improve the unit training program.

Prospect cards provide a good indication of the effectiveness of the chain of command in supervising and managing the day-to-day operations at station and area level. An inspector can see the degree to which feedback is used from analysis of operations and management tools for the station, area and DRC training.

Another aspect of recruiter and station operations evaluated through the inspection of prospect cards is time management. Proper preparation, use and maintenance of these cards is essential for effective time management. A simple cross check of the card file with the "black book" tells much about management of

time, how much emphasis and supervision it receives, and how efficiently and realistically the recruiter's time is budgeted. There are only so many working hours each day, and they must be used as wisely as possible.

One more important function of the prospect card is the degree it is used to analyze each recruiter's territory and each station's market. If properly worked, the prospect cards can be used to identify the degree of penetration achieved in the market and that segment of the market on which the recruiter has been focusing efforts. The prospect cards can tell inspectors where people and supervisors are placing emphasis, and what they are (or are not) doing to stay ahead of the competition.

Finally, by cross checking prospect cards with other management tools available to the recruiter, we can get a feel for how the other tools are used. The use of high school lists, college lists, ASVAB lists, etc., are examples of tools that can be evaluated through the inspection of prospect cards.

The USAREC Form 200-series (Recruiting Prospect Card) and the prospect card file are the most important tools the recruiter has. Proper use can almost assure recruiter success. The card file should always contain enough leads to let the recruiter make enough contacts to achieve his enlistment goals. Here are some other points for consideration:

- The card should be completed as much as possible based on data obtained from initial and subsequent interviews with the applicant. Great care in filling out a card can result in a good sales presentation and an enlistment.
- As the interview progresses, entries should be made on the card. Entries that can change should always be made in pencil; an example of a changing entry is the date and hour of follow up.
- When the prospect card is initiated and the prospect is considered active, the card should be filed in the appropriate division of section I of the file. Too often, active cards are not integrated into the file card system but held in bulk, resulting in missed appointments or lack of timely follow-up. The prospect card file is the recruiter's organizer. When properly used it will give him an even flow of daily contacts and appointments.
- On the reverse of the card there are some important items that are usually left blank. The first is **results of sales interview.** The entries should be as complete as possible so another recruiter will be able to help the applicant in your absence.

Second is the **source of lead;** at the time of the initial interview, try to determine what made him receptive to your presentation, or if he was a referral, etc. What prompted him to seek you out? This information can help you refine your selling techniques and establish your game plan for easier success.

The real professional is highly self-disciplined and thorough in his work. He insures his paperwork is complete for continuity of operations, and follows standard procedures not because he is directed to, but because he knows that is the right thing to do.

IG Commendable Areas

All recruiting areas in MWRRC, SWRRC, SERRC and WRRC have now been inspected. On the basis of outstanding performance in each of the functional areas set forth in USAREC Circular 20-1, it is the consensus of the IG and the region commanders that the areas listed below (alphabetically) were performing their mission in a commendable manner.

WRRC

Butte Area — Salt Lake City DRC
CPT Frederick R. Wilhelm, Jr.
MSG John K. Cole

Honolulu Area — Honolulu DRC
MAJ Raymond L. Strom
MSG Norbert K. Enos

Sacramento Area — Sacramento DRC
CPT Douglas A. Brusseau
MSG Stewart F. Little

MWRRC

S. Chicago RA — Chicago DRC
Cincinnati Suburban RA — Cincinnati DRC
Columbus West RA — Columbus DRC

SWRRC

El Paso Area — Albuquerque DRC
New Orleans Area — New Orleans DRC
Pharr Area — San Antonio DRC

SERRC

Enterprise Area — Montgomery DRC
Florence Area — Columbia DRC
Jacksonville Area — Jacksonville DRC
Macon Area — Atlanta DRC

Field File

Photo courtesy Ed Malley, *Springfield Daily News*

We suspect there may be some similarity in rounding up steers and recruits, but don't know what.

CAPTAIN ALAN "ACE" COZZALIO IS ONE area commander who really knows what it's like to be "in the field."

When he's able to find time away from his duties as recruiting officer for western Massachusetts, the former "ace" helicopter pilot can be found pursuing his hobby of steer roping.

Although CPT Ace claims to be new to the sport, he's had more experience than the average New England roper. Born and raised on a 300-acre California ranch, he also had a stint several years ago as a $5-a-day cowboy on a large Texas spread.

Since he recently needed a partner for the sport, and Massachusetts was a little short of avid cowhands, he decided to advertise in his local daily newspaper: "Novice steer roper looking for partners and place to rope."

The unusual ad had surprising results. Not only did it round up several partners, but it also won him a front page story in the Springfield Daily News, as well as a wire service article that was picked up by papers throughout the Northeast. (New Haven DRC)

NOT TOO MANY PEOPLE TACKLE the job of baking their own bread anymore. It's too convenient to buy a loaf at the store.

Out in the field, however, Army troops must be self-supporting. For this reason field bakery training is not a convenience: it is a necessity.

A mobile field bakery operation must provide the minimum eight-ounce daily bread requirement for each soldier it supports. One such unit can furnish 32,000 troops in a field situation with 16,000 pounds of bread per day.

Presently, 13 Reservists and Readiness Region soldiers from the 5th Army Area are learning the techniques of a field bakery operation at the Quartermaster School's Subsistence and Food Service Department, Field Bakery Branch. Providing this support to the Reservists is part of the continuing cooperation between the active Army at Ft. Lee and the Reserves.

The trainees for this field bakery course represent various cities and installations throughout the United States. Although the Reservists' regular careers may not be associated with the cooking industry, sometimes they're helpful.

"I'm a foreman of a shipping dock," said Reservist **SP4 Elijah Mitchell,** 428th S.S. Co. "Having a loud voice comes in handy when you want to be heard above these machines and men," he laughed.

"It's all a matter of getting the bread out," added his counterparts. (Ft. Lee)

"JOIN THE DELAYED ENTRY PROGRAM. Get two of your friends to join and go on active duty with a promotion." **Private Phillip Acrey** of Durham, N.C., took these words seriously. Upon going into the DEP,

he became extremely knowledgeable in the vocational programs and educational opportunities available in the Army through his friendship with the Durham recruiters.

Using what he learned, he became a recruiter before he went on active duty, and within three months, encouraged 12 young people to join the Army. (Mary Jane Griffin, Raleigh DRC)

"SUMETHIN' ELSE" was what they called the Army marksmanship class held recently at the American Legion Hall in Titusville, Pa., for local high school students.

SSG Denny Eckelberger helps Sharon Zahner zero in on her target. He also has helped many young people zero in on a good Army job.

The marksmanship class was one of the 40 activities offered to Titusville High students as part of their annual "Sumethin' Else Day." **Staff Sergeant Denny Eckelberger** of the Meadville, Pa., station and **Staff Sergeant Larry Donaldson,** DuBois, Pa., area recruiter, conducted the target shooting instruction with .22 caliber rifles.

The school marksmanship club provided the rifles, targets and ammunition for the event and two club members helped supervise the shooting class. The club meets weekly in the Legion Hall.

Specialist 4 Emerson Buzzard of Battery B, 4th Battalion, 92d Field Artillery (USAR) of Meadville, talked to the students about weapon safety and functions. The USAR provided an M-60 machine gun, a .45 caliber pistol, an M-16 rifle and an M-79 grenade launcher for display outside the target shooting area.

"I never fired a rifle before but, I really enjoyed learning how to target shoot during the marksmanship class," commented **Sharon Zahner,** a junior at Titusville High. "I learned how to aim properly, and I think I did pretty well for a beginner."

"I like working with young people," Sergeant Eckleberger noted. "I'm always available to help students learn new skills and develop practical hobbies." (Linda Baran, Pittsburgh DRC)

ARMED FORCES RECRUITERS WORK under tremendous pressure. They are constantly striving to be number one in their area and are often referred to as super salesmen.

The desire to be the best at what they do even applies to their off-duty time, as was shown by six Strafford County, N.H., armed forces recruiters forming a bowling team that took first place honors in their league.

The recruiters involved are **Army Sergeants First Class Mick Walker and George Spier, Air Force Technical Sergeant Merle Haight, Navy Chief Ed Castle, Marine Gunnery Sergeant Dave Dolan and Marine Sergeant Mike Krauss.**

Talk about mixing business with pleasure: the nephew of the manager of the bowing lanes enlisted in the Army. Strike! (Concord DRC)

THE GOLDEN KNIGHTS ARE RECOGNIZED as the finest precision parachuting team in the world, a team that has produced four world champions and 11 national champions since its formation.

Raleigh DRC's top recruiter for FY 76, **Sergeant First Class Tommy Lamm,** enlisted the first woman to try out for the Golden Knights. **Cheryl Ann Stearns** was sworn into the Army at Ft. Bragg, by **Major Richard Tifft,** commanding officer of the Golden Knights team. Private Stearns, from Scottsdale, Ariz., began parachuting four years ago and now has 1500 jumps to her credit. She was the 1975 Women's National Accuracy Champion and in 1976 in Rome she was ranked 6th overall internationally in women's competition. In that event she set the women's world record by hitting 19 dead centers in a row. The record was previously held by a Russian with 14 dead centers.

Private Stearns has been working as a commercial pilot and has 2,000 hours of flying time. While she serves her tour of duty, she plans to further her knowledge by taking as many aviation courses as possible with the intent of eventually becoming an airlines pilot. (Mary Jane Griffin, Raleigh DRC)

TO THE RECRUITER, the high school guidance counselor can be either a valuable asset or a formidable disseminator of erroneous information.

Sergeant First Class John Gudavich found that the counselors in his area had some misconceptions about the military and were unable to effectively counsel their students on a military career. To solve the problem, Sergeant Gudavich invited five of the Manchester area counselors to tour the AFEES in Manchester.

They discovered, according to one counselor, that the military had changed and applicants are given the 'red carpet service.'

Gudavich also made sure that the DRC's education coordinator was on hand to answer questions about the use of ASVAB as a guidance tool.

"Prior to the counselor's arrival they had no real idea as to how people enter the service, "said sergeant Gudavich. The tour gave them a better idea of what the military is about. We plan to do this again with other high schools, including a short briefing on the job of the recruiter." (Concord DRC)

ONE OF THE "NO-NO's" in the business is recruiting in the local police station, but when the prospect is the desk sergeant, it puts a different light on the subject. That's the way it all began for **Staff Sergeant Dennis Jackola** of the Columbus, Ga., recruiting station.

Army recruiter SSG Jackola saved police sergeant Mike Dwyer from life in the county jail. Mike's wife Lisa decided to enlist.

When Jackola joined the recruiting team last year as an intern, one of the first people he met was police **Sergeant Mike Dwyer,** who assisted the Columbus recruiters with local police checks in Muscogee County.

Sergeant Jackola began talking to him about the Army each time he visited the Muscogee County Sheriff's office.

Then one day, Jackola met Mike and his wife, **Lisa,** at the post office and asked him if he had given any more thought to the Army. Lisa seemed interested, and before the conversation was over the Dwyers began to think seriously about joining the Army as a team. After all, as SSG Jackola pointed out, Mike could continue his law enforcement career in the military, Lisa could get financial assistance for college through Project AHEAD, and they could request assignment at Ft. Benning, just outside Columbus.

The Dwyers went to Ft. Jackson for basic training. Then Mike went to Ft. McClellan and the Military Police School and Lisa to Ft. Lee and the Food Service School. In July they reported to Ft. Benning for their first permanent duty station.

The last time SSG Jackola went for a police check there was a new desk sergeant. "He didn't seem too interested at first," SSG Jackola said with a wink, "but, who knows?" (Atlanta DRC)

IT WAS ALL IN THE BAG, as far as putting out the Army image in Okmulgee, Okla., was concerned.

Staff Sergeant Rae Plowman, local Army representative, was responsible for supplying Army shopping bags to 196 Okmulgee high school students enroute to Canon City, Colo., for a Rocky Mountain region band competition, held annually as part of the Apple Blossom Festival.

'Join the Delayed Entry Program,' read one message on the shopping bag, an appropriate motif since, as Sergeant Plowman noted, nine of 22 Okmulgee high school seniors are in DEP.

The shopping bag, RPIs, were supplied to the band members when the musicians said they needed something to carry their hats and extra clothing in.

Sergeant Plowman stepped in, and when the students boarded five buses for their overnight trip from Oklahoma to Colorado, they carried white bags bearing a message in Army green. (Carol Colliver, Oklahoma City DRC)

DO RECRUITERS believe in the job they perform? The answer to that question can be found within the confines of the Concord DRC.

In March and April, eight of the DRC's recruiters reenlisted for a total of 24 years.

Their reenlistment rationale was as varied as the enlistment rationale of those they recruit. For recruiters, whose job is one of the most pressured in

the Army, reenlistment offers more of the same pressure, but also a chance to perform a function in which they truly believe. (Concord DRC)

WHEN A RECRUITER reenlists it's always a special occasion. For **Sergeant First Class Larry West** of The Dalles, Ore., Recruiting Station, it was a very special occasion this year. Sergeant West was reenlisted by **Second Lieutenant Sonya Johnson,** whom he enlisted into the Army back in 1974. One year later, the persistent Sergeant West enlisted Sonya's husband, Bill, who had been working in The Dalles and commuting to Ft. Lewis, Wash., on weekends to visit his wife.

Sonya was sent to OCS and became a second lieutenant last July. After swearing in Sergeant West, she left to join her husband, who is now in a Military Intelligence unit in Augsburg, Germany. (Portland DRC)

FATHER-SON ARMY ENLISTMENTS are unusual, but a mother-son combination is even rarer. When Columbia, S.C., recruiter **Sergeant Bobby Gramling** enlisted **Kyle Clary** in the DEP, he was surprised to learn that Kyle's mother was preparing to undergo basic training at Ft. Jackson.

A proud mother and happy son beam over their decision to enter the Army, together.

Mrs. Patricia Hodge enlisted in her home town, Philadelphia, Pa., but was in Columbia awaiting her active duty date. Gramling quickly made arrangements to insure that Mrs. Hodge and a photographer were on hand for Kyle's enlistment.

Kyle's active duty date is September 20, six months after his mother first donned the green uniform.

Local papers were very interested in the story, giving it prime space. Follow-up stories on Kyle and his mother are planned for extra advertising mileage of the unusual enlistment combination. (Joyce L. Robbins, Columbia DRC)

IS JAMES JOSEPH or is Joseph James? Then again James could actually be James and Joseph Joseph. The triplets **Joan, James,** and **Joseph Case** of Huntsville, Ala., were six weeks premature. They were placed immediately in incubators and were neither finger printed nor foot printed.

They wore hospital bracelets identifying them only as A, B, and C. Eventually A, B, and C were christened Joan, James, and Joseph. When the preemies went home, a cousin volunteered to help **Mrs. Bertha Case** with her three small children.

One day while bathing the children, the cousin removed the hospital identity bracelets and to this day no one knows if James is the original James or Joseph the original Joseph. They are identical twins.

Sergeant Joseph R. Bush of Montgomery DRC recruited the three. Joan will leave the DEP in November to train as multichannel communications equipment operator. James and Joseph come out of DEP in October to train as combat engineers. (Bob Lansche, Montgomery DRC)

ON THE SEVENTH DAY of the seventh month of the year '77, seven DEP enlistees went to Ft. Dix for their basic training.

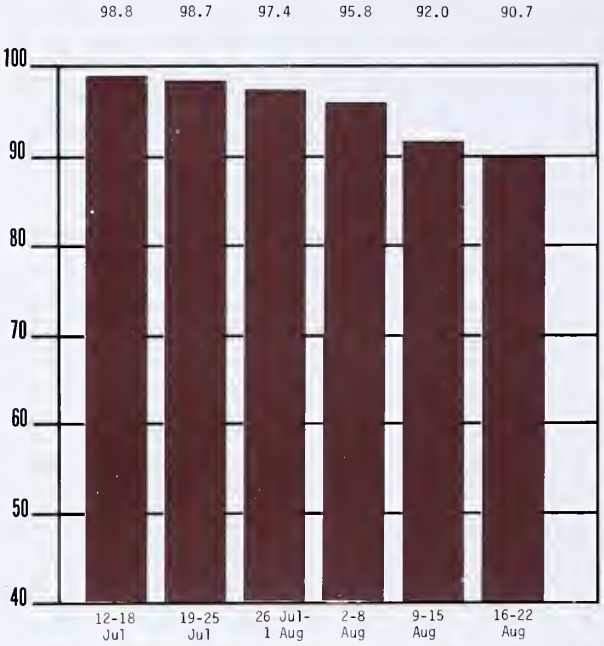
This sequence of a date happens once in a century, once in a lifetime. However, a record of 7 enlistees is not unusual for **Sergeant Tom Weincek,** recruiter at the Janesville, Wisc., Milwaukee DRC.

Anyone expect to be around for 8 in 8/8/88? (Alice Sojowski, Milwaukee DRC)

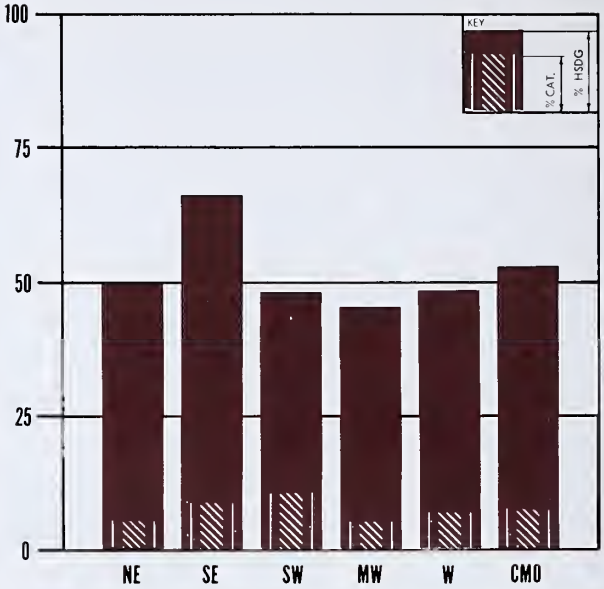
WHEN YOU'RE HOT, YOU'RE HOT. Western Region's top DRCs of 1977 got off to an early start on 1978 as they DEPed their first member of the high school class of 1978. The event occured on June 10, 1977 when SSG **Pepa Fuata** signed a young Samoan, **Frank Taulililili,** into the DEP. Taulililili will be a senior at Samoana High School in Fagatoga on the island of Tutuila in American Samoa. He is scheduled to go on active duty on June 5, 1978, right after graduation.

SSG Fuata's comment after he completed Taulililili's packet was, "there are some well qualified juniors in this area. Too bad we don't have a two year DEP." (Maury Peerenboom, HQ WRRC)

Q-2



Percent of weekly objective accomplished for shipping weeks indicated.



Percentage distribution of male NPS high school diploma graduates and NPS male cat. IVs by region as of 22 August 1977

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 45 shipping periods 28 Sep 76 thru 22 Aug 77)

45 of 45 weeks	Atlanta	38 of 45	Albuquerque	24 of 45	Newark
	Balto-Wash		Philadelphia	23 of 45	Lansing
	Charlotte	35 of 45	Phoenix	22 of 45	Chicago
	Cincinnati		San Antonio		Oklahoma City
	Columbia		Syracuse		Omaha
	Concord	34 of 45	New Haven	21 of 45	Denver
	Jackson		St. Louis	20 of 45	San Francisco
	Jacksonville	31 of 45	Cleveland	18 of 45	Kansas City
	Louisville	30 of 45	Albany		Milwaukee
	Miami		Beckley		Niagara Falls
	Montgomery		Columbus	17 of 45	Pittsburgh
	Newburgh		Little Rock	15 of 45	Los Angeles
	Raleigh	28 of 45	Indianapolis	14 of 45	Detroit
	Richmond	27 of 45	Boston		Minneapolis
	San Juan		New Orleans		Portland
44 of 45	Nashville		Sacramento	13 of 45	Seattle
43 of 45	Long Island	26 of 45	Houston	12 of 45	Peoria
40 of 45	Harrisburg	25 of 45	Dallas		Salt Lake City
	Honolulu	24 of 45	Des Moines	9 of 45	Santa Ana

JULY

QIPS credits/recruit

1.	SERRC	6.416
2.	WRRC	5.423
3.	NERRC	5.326
4.	SWRRC	5.244
5.	MWRRC	4.787
	Command	5.457

QIPS credits/recruiter

1.	SERRC	22.950
2.	SWRRC	13.706
3.	NERRC	10.810
4.	WRRC	10.594
5.	MWRRC	9.160
	Command	12.587

Top 20 DRCs*

1.	Charlotte	7.010
2.	Columbia	7.004
3.	San Juan	6.935
4.	Miami	6.814
5.	Richmond	6.680
6.	Montgomery	6.623
7.	Jacksonville	6.386
8.	Atlanta	6.355
9.	Raleigh	6.032
10.	Harrisburg	6.031
11.	Beckley	6.012
12.	Louisville	5.919
13.	Honolulu	5.906
14.	Balto-Wash	5.701
15.	Concord	5.659
16.	New Orleans	5.562
17.	Phoenix	5.535
18.	Pittsburgh	5.514
19.	Little Rock	5.431
20.	Philadelphia	5.345

Top 20 DRCs*

1.	San Juan	32.413
2.	Jacksonville	31.793
3.	Miami	29.017
4.	Jackson	23.896
5.	Montgomery	23.222
6.	Columbia	23.145
7.	Charlotte	22.726
8.	Honolulu	22.059
9.	Atlanta	21.050
10.	Richmond	20.641
11.	Nashville	20.429
12.	Balto-Wash	17.839
13.	New Orleans	17.729
14.	Little Rock	17.046
15.	Beckley	16.156
16.	Phoenix	15.426
17.	Raleigh	15.388
18.	Cincinnati	14.482
19.	Louisville	13.879
20.	Philadelphia	13.738

*Only those DRC that accomplished their quantitative objective each week during the reception station month starting on 28 Jun and ending on 25 Jul were eligible for consideration.

Rankings based on preliminary information received from regions. Does not include bonus credits

Training Ideas

for station commanders to use in their own professional development training. Feel free to adapt this to local needs. We recommend you file this page.

SUBJECT AREA:	REFERENCES:	OBJECTIVE/REMARKS:
Conducting the Interview	US Army Special Text 12-163	Do your recruiters understand the importance of establishing rapport? Of gaining credibility?
Handling Objections	US Army Special Text 12-163	Do your recruiters understand the 5 step formula for handling objections? Can they effectively use the methods of handling objections?
The Follow up	US Army Special Text 12-163 & Local Policy	Do your recruiters realize the follow up is an important part of the sale? Are they using the follow up as a means of gaining new prospects?

Recruiter Quiz

provides questions which are typical of those received by the PD Division of HQ USAREC. The answers are all found in the references cited.

Questions:	Answers:
1. What are the procedures for handling USAREC Form 200-3?	1. USAREC Reg 601-20, USAREC Reg 601-59
2. What are the disposition instructions for Div VII terminated file?	2. USAREC Reg 601-20
3. What are the disposition instructions for the recruiter work plan?	3. Change 1, USAREC Reg 1-9
4. Should recruiters be required to submit work plans for approval?	4. USAREC Reg 1-9
5. Visits and presentations planned for a high school are coordinated with whom?	5. USAREC Reg 601-29
6. What must be attained for an interview to be successful?	6. Chapter 5 US Army Special Text 12-163

Leads are only as valuable as OOE makes them

By MSG FRANKLIN J. RHODES
Assistant Area Commander, Hartford, Conn.

Each recruiter gets lots of sales leads. These leads come from a variety of sources, including direct mail, local ads, high school talks, ASVAB, referrals and untraceable inquiries. They all represent a potential enlistment for the recruiter and the Army.

The problem with working leads is that most recruiters don't realize how valuable they are. Most of the prospects have some interest in the Army, or they wouldn't have made the initial inquiry. The person who responds to a mailing expects a recruiter to follow it up. Don't apologize for calling or knocking on his door. When you received his inquiry he was making an invitation for you to call — he expects you.

Contact should be either in person or by telephone. A recruiter has to develop his own style in following up leads. If his territory is urban, he's probably better off to follow up the lead in person. If, however, his territory is rural and the lead might have to wait for three or four days before being followed up in person, he may be better off to telephone the prospect. In any case, the contact should be made, and made quickly. By sending in his name, the prospect has invited the recruiter to call and should be handled accordingly.

Of course, everyone who responds is not going to be a "buyer." The leads are a law-of-averages proposition. If you work enough of them, a certain percentage of the prospects will enlist. For every hundred leads you actively pursue, you can be sure that you'll get enough enlistments to make the time worthwhile.

Don't prejudge a lead. Good recruiters have found enlistments in some of the most unusual places.

I classify leads into four categories, based upon their interest in the ad:

A - Persons ready to enlist

B - Persons seeking information for future, yet foreseeable enlistment

C - Persons seeking information but with no immediate or foreseeable intentions to enlist, and

D - Literature and premium collectors.

Each prospect can be placed into one of the four categories. You won't know which until an appointment for an interview is made.

There is generally no problem with category A. If you find the prospect to be a buyer, then he or she will be receptive to a complete presentation. This category prospect wants to hear from a recruiter and will welcome you. Closing the sale should be a piece of cake.

The category B prospect, who is seeking information for future enlistment, will usually grant an interview, though it may require a little more effort on your part to get it. A second or third follow up on this person may be well worth the time.

The category C prospect who is seeking to update his information, may hedge on the first attempt to get an appointment, and he is frequently best followed up against after mailing him the requested literature. The prospect who responds to your call with "but I expected you to mail the information," can usually be grouped with this category, or category D. However, he deserves to receive the promised information!

In other words, if your attempts at getting an appointment over the phone are in vain, it's your duty as a good recruiter to mail the information to him, anyway. Follow up your mail out in a few days with another phone call, and you'll have another chance at the prospect after he has looked over your material. If you don't secure an appointment on the second attempt, you can be pretty sure that the lead is, in fact, a dead lead.

Most of the prospects have some interest in the Army, or they wouldn't have made the initial inquiry.

Literature and premium collectors (usually children), can be easily distinguished and should promptly be dropped from further follow up. There is no way to eliminate having to see a certain number of this type without necessarily bypassing some prospects who initially appear to be literature collectors, but who are actually legitimate prospects.

The leads will not close themselves. They must be followed up if you expect to have any success from them. The law of averages works in closing sales that result from leads. A certain percentage of the leads will never result in an enlistment. But the leads you'll convert will be worth the few false leads you encounter.

USAREC's Rookie Recruiter

Success is being known

By BILL SCHULT
Jacksonville DRC

The best in the nation!

Sergeant First Class Lucky B. Wells of the Jacksonville Beach, Fla., Recruiting Station has that distinction. Wells was selected the top rookie recruiter by USAREC in FY76.

Wells is the kind of man who, in the performance of his job, enjoys himself immensely. His philosophy of a recruiter's job is simple. "There are no set working hours nor is there any phase of recruiting that I do not investigate to determine if it will work for me," said Wells. "It's total involvement and persistence," he said, "and then more."

A friendly, extroverted person, Wells works in a relaxed manner. If you could watch him in action with a prospect, you'd see someone who treats every prospect as if he were a member of the family. This technique carries over to parents as well. Many parents have called the DRC with favorable comments about Wells.

A former military policeman, he is a member of the Jacksonville Beach Law Enforcement Association, a local fraternity of law enforcement officers and gathering of centers of influence. Wells is a staunch advocate of community involvement. A walk down a street always brings salutations such as "Hi, Sarge."

He is extensively involved in high school activities in his area. Frequent school visits have gained the confidence of student and faculty alike. "You must plan and actively participate in school events. Until the people at a school can easily recognize you in civilian clothing, you've got to work hard. Even then, the high school is my prime source of enlistments, both in the Delayed Entry Program and after students have graduated."

He is also a member of the Masonic Lodge and Jamal Temple of the Shrine. As a Shriner he takes part in many of their fund-raising projects. "It's another way to meet influential people," he said. His busy community life also includes membership on a church board and the American Legion.

Membership in the American Legion came as a result of a sign painted on the wall of his recruiting station. To announce the fact that he was selected rookie of the year, the DRC Advertising and Sales Promotion Division had an eight-foot by 24-foot sign, similar to a billboard, painted on the side of the building.

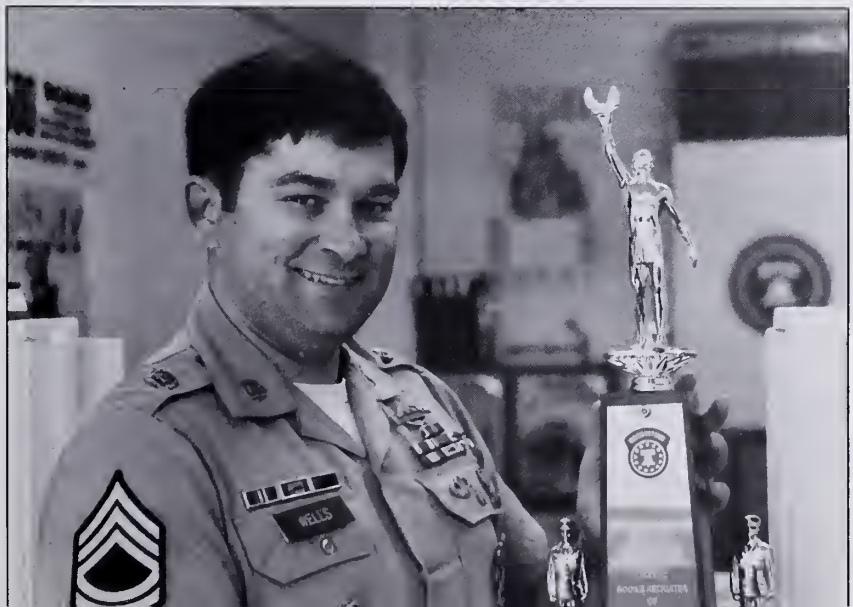
The sign caused quite a stir. It was featured in a local newspaper and is scheduled to appear in the national American Legion magazine. Many other spontaneous actions have occurred. One morning recently, Mr. George Harley of the American Legion stopped by to admire the sign. A short time later he returned and presented Wells with an honorary membership in the Legion's local chapter. Wells has since become active in the American Legion and developed another sounding board for centers of influence.

Success doesn't come easy for anyone. According to Wells' wife Susan, "There are many days when Lucky leaves at five in the morning and we don't see him again until the afternoon of the next day. He is totally involved in his job and I'm very proud he is so successful. I help in any way I can."

The results are outstanding. During the months he was considered for rookie recruiter of the year, Wells accumulated 450 QIP points, two gold stars and eight letters of commendation.

"It's a great job," said Wells, "And every time someone tells me they appreciate what I've done, whether it's my boss, a soldier, a parent, or a teacher, it makes me very proud to be a soldier and recruiter."

SFC Lucky Wells, USAREC's Rookie Recruiter (FY 76), has the trophy to prove it.



Prospecting involves lots of phone time.

Meaningful work: part of the ans

By ROBERT F. HOLZ, Ph. D.
Army Research Institute (ARI)
for the Behavioral and Social Sciences

Recruiters would have to recruit fewer people and Army costs would drop — at least in training and PCS areas — if more high quality first-termers reenlisted. Today only about one of every four first-termers reenlists. If ways could be found to increase their retention beyond the first term, we might see a reduction of USAREC's objectives and of Army expenditures.

The question, then, is: What can we do? The answer provided here may strike some as overly simplistic, or as unrealistic, yet it may prove to be a necessary first step in meeting our manpower goals.

The answer is: increase the meaningfulness of the day-to-day work of the enlisted men and women who volunteered for service.

This answer is based on research findings covering several years and reflects information obtained from different samples of military personnel. Moreover, the answer is not unique to the US Army, but has been found in the Australian and Canadian forces as well as the US Air Force and Navy.

By increasing the meaningfulness of work, I mean more than job satisfaction, although satisfaction is certainly one component. What all leaders in the Army must realize is that young men and women entering the Army today enlisted for specific reasons and have very high expectations concerning the extent to which these will be met. While it is true that some may "volunteer" to get away from problems in civilian life, the vast majority enlist to learn skills and receive meaningful training and work experience. Further, these same men and women expect to receive challenging and difficult training, expect to be instructed by highly competent and qualified people, and expect that the early training they receive will be directly related to the work they will be called on to perform within their regular assignments.

Given these motivations for enlisting and attendant high expectations, the experiences these people encounter from the day they enter the Army, through basic and advanced training, and particularly their first duty assignments, become critical.

How was this conclusion reached? During 1974 a survey was conducted among a sample of 696 enlisted men in the Army stationed in the US and in Germany. These men were asked, among other things, to respond to a series of questions concerning their backgrounds prior to entering the Army, their feelings about their current assignments, their perceptions about their training and the work they were performing, their attitudes toward their officers, their feelings about the other men in their units in terms of team work and spirit, and their intentions of pursuing a possible career in the Army (their reenlistment intentions).

Two-thirds were first term volunteers while the remaining third were volunteers who had reenlisted once or more. When we correlated the responses of these men on the question of reenlistment intentions, with their responses to all of the other questions asked, the largest single relationship to emerge was in terms of their answers to what we called the Military Work Role Scale.

This scale addressed such issues as gaining a sense of accomplishment from one's work, viewing one's work in the Army as important, feeling

What price failure?

The Army is one of the largest employers in the country. Each year about 160,000 males and 15,000 females without prior military service enter the Army. The costs associated with recruiting, training and maintaining these people are not cheap. Current DA estimates indicate that about $1200 is spent to recruit each individual who subsequently enters the Army.

The dollar costs for base pay, quarters allowance, subsistance allowance and PCS moves for a person during the first three years of service is estimated at $22,000. This figure must be considered to be conservative because it doesn't include costs of training.

However, by multiplying the number of people entering the Army in a given year (about 175,000) by the costs for each person over a three year period ($22,000 plus $1200), we arrive at an expenditure of $4.6 billion.

These costs are, however, in reality greater because not every person who enters the Army for a three year tour actually completes his obligation. Department of Army figures indicate that of NPS people who entered the Army in January through March, 1974, over 40 percent were discharged before their ETS. Not only does this necessitate increasing the numbers of new accessions to replace those who left, but the impact on the Reserve Components is also great since only those who complete their obligated tours honorably are eligible to serve in the Reserves.

wer to retaining Army volunteers

that one is being challenged to perform to the best of one's abilities and capabilities, feeling that the people one works with are a team, and viewing one's work "on-the-job" as making full use of training received.

What these findings, and those reported in other investigations suggest, is that the retention of soldiers might well be increased by making the day-to-day work of the soldier more challenging and interesting.

Ways to accomplish these requirements might involve increasing the amount of skill training that the service member receives (both at training centers and on-the-job), reducing the assignment of individuals to tasks that provide for little in the way of hard and challenging work, increasing the match between an individual's skills and training and subsequent duty assignment, and providing the necessary leadership to insure that work assignments are made sufficiently complex so as to task the upper abilities and capabilities of the individuals called on to perform them.

One final point. The recommendations being offered here are not designed to make either the work environment or the actual work of the soldier comparable to that of a civilian. Rather, what is needed is for both the work environment and actual duties to be made more, not less, "soldierly."

While putting these recommendations into effect may try the creativity and patience of military leaders, the implications of inaction are clear. When the Army entered the all volunteer era, it did so with the requirement that some changes would be needed in the organization to meet changing conditions. The ability of the Army to attract and maintain a quality force will undoubtedly rest on its capability and willingness to meet the challenges posed by young men and women who are turning to the Army as a profession.

Tips... for increased effectiveness

On a recent visit to the Newburgh DRC BG Goodson talked with SSG Steven D. Hankins. During the course of the discussion, Sergeant Hankins mentioned a way of prospecting for prior service people that has proven successful for him. He noted that when soldiers are discharged, they receive a pamphlet advising them to place copies of their DD 214 on file with the city hall, county court house and local VA office. Coordination by recruiters with the clerks in these offices often turns up names for future contact. There is no apparent conflict with the Privacy Act of 1974, and so, this could be a good source for obtaining prior service leads.

We asked SFC Walter Ledbetter, Stamford, Conn., recruiter, "What's the best advice you've ever received with regards to recruiting?"

"Well, I guess no one person ever told me this and it's probably very obvious, but a young recruiter especially might fall into a trap by not heeding the advice. Just two words: 'be yourself.' No one needs a snow job and most young people today are smart enough to know one when they hear it. Tell it like it is."

Does it work for you? Then maybe it'll work for someone else. Why not share your success with your fellow recruiters and career counselors? If you have some good ideas, send them in via Forrester's Focus and/or to Commander, US Army Recruiting Command, ATTN: USARCCS-PA (Journal), Fort Sheridan, IL, 60037.

Re-update

By SGM ROBERT L. SWAGER
Senior Career Counselor, HQDA
(DAPE-MPR)

● **Reenlistment Steering Group.** Major command representatives will meet with DCSPER and MILPERCEN personnel at the Pentagon during the week of 19 September to discuss major topics of interest in the reenlistment program and to follow up on recommendations made at the January 1977 DA reenlistment conference. All reenlistment personnel are encouraged to submit significant issues to their major command reenlistment office for possible inclusion in the agenda of this meeting.

● **FY 78 MTT Schedule of Visits.** The proposed FY 78 Reenlistment MTT has space for 17 weeks of instruction at CONUS or overseas locations. This instruction is primarily designed to help commanders and part time reenlistment NCOs improve their reenlistment program. Units or posts which could benefit by this instruction are encouraged to contact their major command reenlistment offices through reenlistment channels.

● **Commanders' Guide to Reenlistment.** This handy reference guide for commanders and reenlistment personnel is in the final stages of production and should be available shortly. This publication, designed to fit into a fatigue shirt pocket, will replace the desk-side aid.

● **Ordering Paper for RETAIN Terminals.** Paper for use in the RETAIN terminals can be ordered by sending a DF through channels to the local contracting and purchasing officer. The correct stock number for the NCR 260-5 terminal paper is 856225. Paper can be purchased at the government rate from NCR SYSTEMEDIA Marketing, 2301 Research Boulevard, Rockville, MD, 20850.

● **Change to SIDPERS.** The September 1977 SIDPERS Change Package contains three new waiver codes and three new reenlistment option codes. These codes are reserved for *future* possible use and, although a part of the system, will not be used at this time.

● **The Grass is not always Greener.** Numerous job market analyses indicate that because of the seasonal nature of jobs, the September-February time period is not, in general, the best time to be looking for a new job. Career counselors might consider bringing this information to the attention of good soldiers whose ETS is in this period and encourage them to extend, if not reenlist. This will help the Army and the soldier both.

● **Advertising Help.** Representatives from N.W. Ayer, the Army's advertising agency, are being scheduled to visit each major CONUS post on a periodic basis to assist career counselors with their local advertising program. In general, the point of contact will be the post reenlistment office. More details will be provided by separate letter, but career counselors should be prepared to candidly discuss with these advertising professionals the local reenlistment picture and solicit their advice and assistance on local publicity and advertising needs.

● **Articles on Reenlistment.** Effective immediately, original articles sent to the *Journal* on reenlistments will be acknowledged. The acknowledgement will tell you that the article was received, when it can be expected to be published, or, if it cannot be published, the reason why it cannot. Furthermore, if the article is good enough, plans are being developed to provide an acknowledgement which can be made a matter of official record for inclusion in your personnel file.

● **Survey Report on First Termers.** In May of 1977 MILPERCEN, DA, completed a survey report containing initial findings on job satisfaction and reenlistment intent for first term personnel. The report

— identifies the best predictors of both reenlistment intent and job satisfaction of first term soldiers;

— examines the effect on reenlistment intent and job satisfaction of soldiers who believe they were given accurate information by an Army recruiter;

— compares the job satisfaction and reenlistment plans of first term personnel based on selected CMFs, type of unit to which assigned, and age;

— and compares the expressed reenlistment intent of first term personnel with their actual reenlistment decision.

This report provides valuable insight for commanders, recruiting and reenlistment personnel in structuring a good reenlistment program. Copies may be obtained by contacting Commander, MILPERCEN, ATTN: DAPC-MSP-D (Dr. Goldman), 2461 Eisenhower Avenue, Alexandria, VA, 22331 (AV 221-9272).

● **E7 Promotion List.** Analysis of the E7 promotion list released in April 1977 shows that the primary zone selection rate for personnel in CMF 00 was 60.7 percent. The Army-wide average was 46.4 percent. Congratulations to all those recruiters and career counselors who were selected.

● **Joint Domicile.** SGM Kay, Eighth Army, reports that a number of service couples arrive in Korea thinking they have been guaranteed joint domicile. Although

the Army makes every effort to keep service couples together, operational requirements prevent a guarantee being given. For further information on joint domicile policy see AR 614-200.

● **Extension of Bonus Law.** The President signed into law a provision to extend until 30 September 1978 the authority to pay enlistment and reenlistment bonuses for selected MOSs. The law also provides for recoupment of the bonus if the soldier fails to maintain technical qualification in the MOS for which the bonus was paid. This provision applies to the enlistment and selective reenlistment bonus programs only, and not to the old RRB or VRB programs. Furthermore, it only applies to those soldiers who enlisted or reenlisted after 1 July 1977. Additional guidance on this recoupment provision is being provided by message.

● **Bonus Problems.** There have been some problems in the reenlistment bonus area that need correction. One of the provisions of the SRB law is that the soldier must have at least 72 months service at the completion of the reenlistment period to be eligible for the SRB. In some cases the total service (time of service at reenlistment plus the period of time the soldier is reenlisting for) has not been 72 months or more. The only way this can be corrected is through action by the Army Board for Correction of Military Records. This situation can cause temporary financial hardships on the soldier until the problem is resolved. Secondly, on that portion of the reenlistment orders which states "En1/REENLB indic" put the SRB level in plain English (e.g. "SRB-1A") *not* the bonus data code from AR 680-29. (This will be coming out in the next change to AR 310-10.) Thirdly, for those soldiers eligible for either the SRB or RRB, place a statement in item 10c, DD Form 4 (1 June 1975) which states which type of bonus the soldier elected to receive.

● **USAREUR Reenlistment Conference.** A reenlistment conference was held in USAREUR during Apr 77. (See July *Journal*, p. 33.) The conference made several recommendations which have been acted upon as follows:

— Fence training seats for use by in-service soldiers who voluntarily or involuntarily reclassify into another MOS at the time of reenlistment. This action commenced on 1 Jul 77. However, no appreciable gain will be immediately realized due to the limited number of training seats available in this fiscal year. As time progresses there should eventually be sufficient training seats to support this program. Action is not yet completed on an allied recommendation to fence unit vacancies for immediate reenlistees.

— Allow overseas reenlistees to obtain unit/station assignments 90 days prior to the reenlistment eligibility point is not favorably considered at this time. However, an action to permit soldiers to request reenlistment for an option up to 90 days prior to the reenlistment eligibility point is now being staffed. This would allow soldiers to request an option earlier, but they would not be allowed to reenlist prior to the beginning of their eligibility window.

— A change to the Army Service School/Army Training Center Reenlistment Option (Table 4-3, AR 601-280) is being developed. If approved, it will provide the opportunity for soldiers who are directed to reclassify at the time of reenlistment to request an assignment and have it guaranteed if it is available. You will be kept advised.

— The necessity for career counselors to contact Communications Command for Table 4-11 reenlistments and DA Schools Branch for language courses has been eliminated. Force Management Branch, MILPERCEN, is now the single point of contact for these actions. They will handle any coordination necessary with these agencies.

— This office does not intend to change paragraph 1-12c, AR 601-280 to reflect specific duties which would detract from the full time reenlistment mission of career counselors. Reenlistment is a commander's program and as such, commanders must have the prerogative to use their assets in a manner which best accomplishes all their diverse missions and provide for exemption from certain duties when deemed appropriate.

● **Number of Times Reenlisted Code.** A careful screening of the DCSPER-398 Report (Roster of Immediate Reenlistees) sent to each major command indicates some misunderstanding on the use of this code. If this is the first time the soldier reenlisted, the proper code is 1; if it's the second time he/she has reenlisted, it's a 2; if it's the third or more times reenlisted, it's a 3. The soldier who was drafted, got out, later came back in and is now reenlisting would be coded a 2 because, for all practical purposes, this is his second reenlistment (his first was when he came back in).

● **Reenlistment and Return to Present Post.** One of the recommendations of the DA reenlistment conference was to permit a soldier who is reclassified from an overage to a shortage MOS to go to school on a TDY basis, rather than make it a PCS move. When implemented, this action is expected to allow up to 900 soldiers in FY 77 to return to their present station if there is a vacancy in the new MOS at that post.

● **School Qualification.** SGM Dix, Health Services Command, reports that about 15 soldiers per course are not permitted to enroll in the medical laboratory procedures (basic) course (MOS 92B) because they have not received credit for a high school level course in chemistry. Don't you be the person who causes this problem. Check the school's catalog (DA Pam 351-4) for prerequisites for each course. Don't rely on memory.

Generating Reenlistment Awareness

By MAJOR J. R. ROANE
193d Infantry Brigade (Canal Zone)
Fort Amador, Canal Zone

I recently read the report, "Attitudes and Motivation of First Termers Towards Reenlistment" (published by N.W. Ayer in early 1976) hoping to find some secrets to help us motivate first termers towards reenlistment. I re-read the report and concluded that N.W. Ayer didn't know any more about the first termer than I did.

Then, I went over the report one more time; on page nine I found what I was looking for — it was there all the time.

Recommendations — (just what I needed) — some ideas on how to improve our reenlistment program. I went over the recommendations again and determined which ones I could do something about.

I knew I couldn't change the reenlistment eligibility window (it has been changed now, so maybe someone else had read the report, too). One of the subjects we, in the 193d Infantry Brigade (Canal Zone), always worked on at our quarterly reenlistment conferences is interviewing the first term soldier. I thought that we should continue our emphasis in this area even though our unit commanders seemed to be successful in most of their interviews with first term soldiers.

The report's next recommendation was "showing greater interest in the young soldier's reenlistment plans by unit commanders and by career counselors . . . ." A good idea, but how? This idea needed more thought, so I checked it as a topic to discuss with our career counselors.

The recommendation on the Army's higher selection standards seemed worthwhile and I decided we could do it with very little problem. Commanders are usually willing to stress high standards. This is an item that *I* stress with commanders during staff assistance visits.

The tour length in the 193d has not been a problem for most people. In fact it seems like a large number want to extend in this command. So I went on to the next recommendation.

Peer pressure (see the article in the December 1976 issue of the *Journal*). I knew that here was a problem which required everyone's involvement. Although it may appear that a staff officer can't do much about peer pressure, he can, as a minimum, advise unit commanders about it. Surprisingly, even after I had written a reenlistment bulletin on peer pressure to the commanders, several admitted that they had never considered it a deterrent to reenlistment.

I have always thought one of the main purposes of the reenlistment program is to create an awareness of the opportunities available to the soldier when he reenlists and that the sooner the soldier began reenlistment processing the higher the probability he would reenlist. This recommendation also seemed to fit in with the first recommendation, except that I felt that career counselors and commanders had to continue to work with an individual even though he may have made a favorable reenlistment decision six or eight months prior to ETS. This would be another good topic for the quarterly reenlistment conference and staff assistance visits.

Since the 193d is a relatively small command, the career counselor supervisor has daily contact with most career counselors; getting changes to reenlistment and personnel management policies is not a problem.

So, we went to work on the recommendations that we thought we could influence.

The first thing we did was to reproduce the N. W. Ayer report for the commander's use. The report and my suggestions were discussed with commanders at a quarterly reenlistment conference.

The career counselor supervisor recommended that our office conduct a survey to find out the effectiveness of the counseling program. We took this idea and tossed it around for a while and decided to write each first term soldier who was within eight months of ETS a personal letter asking him to reenlist. We included in the letter a list of options and a description of them, as well as a reenlistment questionnaire which we asked him to fill out and return to our office.

The letter is a lot of work for the clerical personnel, as each letter must be personally addressed and signed. However, career counselors have stated that the letter has influenced some soldiers to think again about reenlistment, and some have visited their career counselor voluntarily. One carrer counselor has attributed several reenlistments directly to the letters.

The questionnaire was designed to find out why soldiers wanted to reenlist, why soldiers didn't want to reenlist, and to create interest in reenlistment. The questionnaires that were returned (23% -27%) provided the career counselor with promising leads, provided the commanders with an indication of the effectiveness of their counseling program, and gave us an idea of the problems that are deterrents to reenlistment.

Awareness in the 193d is accomplished by:

- Knowing as much as possible about the first term soldier
- Involving all leaders in the reenlistment program
- Counseling
- AND everyone asking a good soldier to reenlist!

Update

GI Bill Use

Nearly 17 million veterans have used the GI Bill in the 33 years since it was launched, but VA officials say Vietnam era service members should be the smartest of all. That's because 64 percent of the men and women participated in GI Bill training, compared with 51 percent of those eligible under the WW II bill, and 43 percent of the people eligible under the Korean era bill.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").

RPI 134 Folder. Warrant Officer Flight Training (limited quantity).
RPI 300 Booklet. If there's a question, you'll have the answer.
RPI 301 Folder. The Army Service School Reenlistment Option.
RPI 302 Booklet. Your career decision in today's Army.
RPI 303 Folder. How to tell your friends you're reenlisting.
RPI 305 Poster. The Army's been good to this Army wife.
RPI 306 Poster. When you're doing something of value, you value yourself more.
RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph.
RPI 308 Folder. Why are you staying in?
RPI 325 Poster. $8,000 is $8,000.
RPI 331 Poster. Music is where I want to be.
RPI 332 Folder. Music is where I want to be.
RPI 334 Poster. How to tell your friends you're reenlisting.
RPI 341 Folder. Berlin Brigade.
RPI 343 Folder. Old Guard.
RPI 345 Folder. Combat Arms Option.
RPI 356 Label. Career Counseling 3-1/2".
RPI 357 Label. Career Counseling 9".
RPI 358 Label. Career Counseling 1".
RPI 361 Bumper sticker. There's something about a soldier.
RPI 366 Booklet. Take a look at all the thing's you've been taking for granted.
RPI 373 Booklet. Living with the Army.
RPI 383 Poster. The best way to see Europe is to live and work there.
RPI 385 Poster. Will your next job make you feel as good as the one you have now.
RPI 386 Poster. Patches, (large).
RPI 387 Poster. Your family benefits when you reenlist.
RPI 399 Calendar. Reenlistment Reminder Schedule. 18 months.
RPI 951 Label. Yesterday, Today, Tomorrow. The United States Army.

Lab Ass'ts Needed

With emphasis on enlisting the high school diploma graduate, and the need to fill 11B and 13B vacancies, what can a recruiter do when a young man with a BS degree in physics asks about Army opportunities?

Having that much time invested in a scientific field, he isn't likely to be thrilled about the life of an infantryman or artilleryman. Although they are very small fields, the Army does have needs for people with bachelors' degrees in physics, chemistry, engineering and the biological sciences.

Laboratory assistants in MOSs 01E (math statistical specialist), 01F (physical science specialist) and 01H (biological specialists) are urgently needed by the Army Aeromedical Research Laboratory at Fort Rucker, Ala.

According to LTC (Dr.) J.J. Treanor of the bioengineering and life support equipment division, people assigned to the Aeromedical Research Laboratory have considered it "an exciting and satisfying tour . . .which has served to develop their skills considerably."

People assigned to his activity "would be involved in gathering experimental data, constructing experiment set-ups, performing literature reviews and searches, data analysis, and some administrative research tasks," Dr. Treanor said.

"Presently, our programs include human and animal vibration and impact studies associated with protective equipment analysis to prevent injuries," he added. "They (prospective physical science assistants) would be using equipment such as electrohydraulic dynamic tensil and compression machines, static tensil and compression machines, spectral dynamics vibration and shock spectrum analysis equipment, and various other experimental equipment including oscilloscopes and transducers."

The people being sought will be working primarily with flight surgeons, engineers, statisticians and other specialists in the basic sciences.

Doctor Treanor considers it essential that qualified prospects have a personal interview before enlisting in MOS 01E, 01F and 01H. To reach Dr. Treanor, call (205) 255-7112.

Update

RPI Info

● Posters for use by schools in publicizing their sports schedules should be in your hands by now. The 20-1/2 x 33 inch posters, depicting the action of various sports, allow room for the schools to overprint or hand letter their sports schedules. The football and basketball posters (RPIs 802 and 803) will be followed by a baseball poster in 2nd quarter FY 78. High school and field reaction to these three posters will be considered in determining the future of the program.

● "Skills to Last a Lifetime," a film recalled in February of 1977, has been edited and revised and is scheduled for distribution late this month or early October.

● Two RPIs, revised in both copy and artwork, have been or will be returned to the field shortly: "Europe," RPI 264 '(scheduled for distribution to the field in early September) and "Military Police," RPI 246 (scheduled for distribution in late October/early November).

CHAMPUS Reg

Copies of the new regulation governing CHAMPUS are now available to the general public through the Government Printing Office at $4.25 a copy.

To obtain one, write to the Superintendent of Documents, Government Printing Office, Washington, D. C. 20402 and ask for "Civilian Health and Medical Program for the Uniformed Services (CHAMPUS)," Stock No. 008 00100102-9. Each request must be accompanied by a check or money order for $4.25 made payable to the Superintendent of Documents.

A handbook for beneficiaries, which summarizes provisions of the regulation, is also being prepared and should be available sometime this summer.

HOR and Domicile

With the beginning of state tax withholding, some soldiers may be confused concerning Home of Record (HOR) and legal domicile because the two are not always interchangeable.

Legal domicile is where the soldier votes, pays state taxes, registers a car, owns property and meets other state requirements for residency. (Owning property and registering a car do not automatically qualify for legal domicile).

Whenever a change of legal domicile is made, a new W-4 form (Withholding Certificate) must be completed. One entry on the W-4 is "Legal Residence" which, at the end of the calendar year, causes a copy of the W-2 form (Wages and Tax Statement) to be forwarded to the appropriate state.

Home of Record, as defined in Appendix J of DoD Joint Travel Regulations, is the soldier's actual home just prior to entering the Army. At time of separation, HOR may be used to designate the place to which the soldier may be entitled to receive mileage and household goods shipment allowances.

Once a home of record has been officially recorded, it may not be changed unless a *bona fide* error was made in the original entry. If a soldier believes an error was made, Appendix J of the JTR spells out what is necessary to apply for a change.

The application — along with copies of documentary proof — should be sent to the Army Enlisted Records and Evaluation Center; Attn: PCRE-R; Fort Benjamin Harrison, Ind. 46249 (for enlisted soldiers) or the Army Military Personnel Center; Attn: DAPC-PSR-S; 200 Stovall St.; Alexandria, Va. 22332 (for officers).

MSG Board

A DA promotion selection board will convene on or about October 18, to consider personnel for promotion to Master Sergeant or First Sergeant.

According to a DA message, dated 8 Jul 77, the board will consider all eligible SFCs, PSGs, and SP7s with a date of rank (DOR) of 30 Sep 72 or earlier for the primary zone, and a DOR between 1 Oct 72 and 31 Jul 74 for the secondary zone.

In addition, all personnel to be eligible must:

● have a high school diploma or GED equivalent,

● have a basic enlisted service date of 1 Jul 70 or earlier,

● and not be restricted for promotion under the provisions of para 7, AR 600-200.

The board will also identify and screen for QMP elimination those in the primary or secondary zone who do not meet the educational requirement.

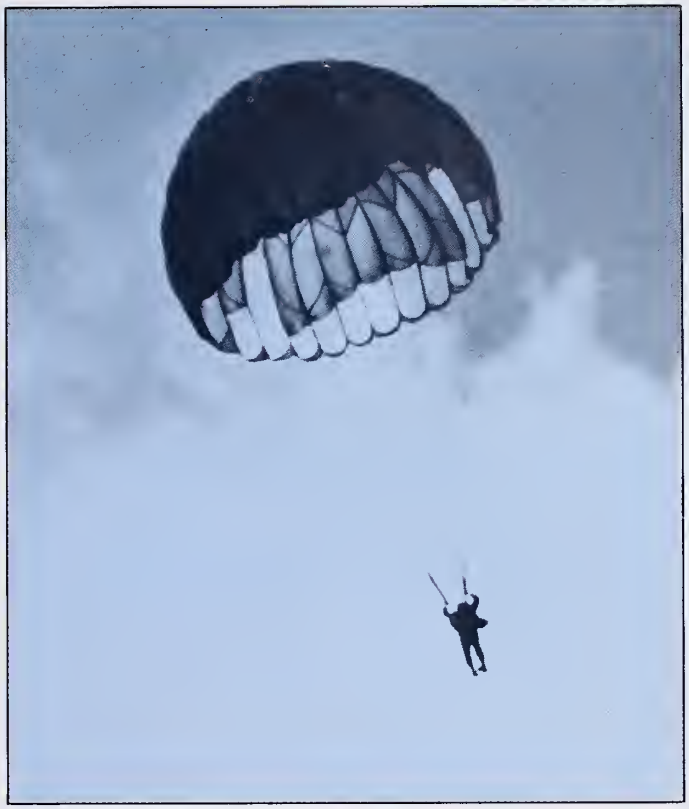
The promotion selection board scheduled to convene at Ft. Benjamin Harrison, Ind., will take a close look at personnel qualification records to include medical examination, MOS evaluation data reports, SEERs and a current photograph.

Parting Shot

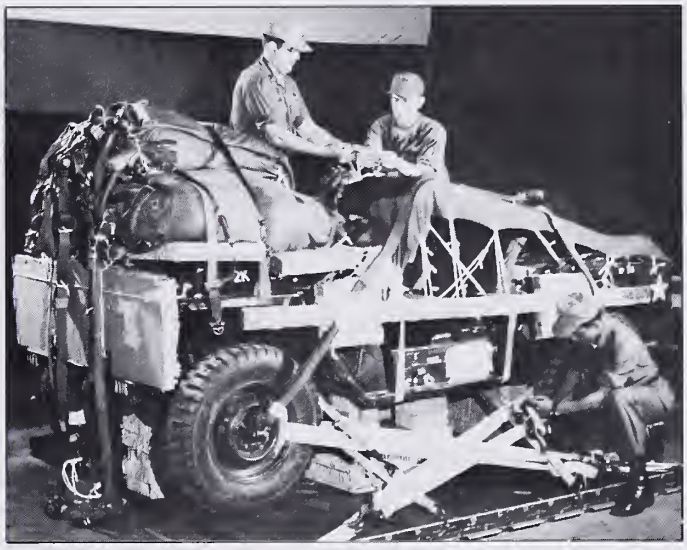
Master Sergeant Jim Thompson of the SERRC PD team tells this one about his son, Jim Jr., who enlisted last year. Jim Jr. went through basic at Ft. Jackson and proceeded to Walter Reed Army Medical Center for further training. Upon arrival, he received a briefing from his first sergeant. Being fresh out of basic, Jim Jr. asked "How about lights out?" The first sergeant promptly replied, "Son if your light bulb burns out, come back and I'll give you a new one."

MOS 43E
Parachute Rigger

By PETER W. H. VANDINE
PAO, Quartermaster Center
Ft. Lee, Va.



The parachute rigger's motto — "I will be sure always" — pays off in dividends whether he's jumping with a chute he himself has packed or rigging a chute on a quarter-ton truck.



The lives of men and women in the Airborne are in the hands of their fellow troopers who wear the distinctive red hats and emblem of the Parachute Rigger. This elite group of airborne volunteers, once accepted for rigger training, attend the demanding Parachute Rigger Course (PMAD) located at the U.S. Army Quartermaster School, Ft. Lee, Va. The rigger student quickly learns the meaning of integrity, honesty, hard work and attention to detail.

The course of instruction at Ft. Lee consists of three phases: airdrop rigging, parachute packing and air equipment repair. During the airdrop rigging phase, the airborne trooper is taught how to pack large cargo parachutes and rig supplies and equipment for airdrop and external transport. During this initial training, the students perform a parachute drop with the equipment they rigged in class.

The men and women airborne volunteers next enter the demanding environment of the parachute packing phase of the course. Here the students learn the most exacting art of packing all types of personnel, extraction, light cargo and drogue parachutes. The knowledge that, one day, the life of their comrades will depend upon the manner in which parachutes are packed, is instilled in the students from the very first hour of instruction. This awesome responsibility is reinforced by the final test of the packing phase, when each student actually jumps a personnel parachute he/she packed personally. Meticulous attention to every detail and a high regard for the responsibilities of a rigger are the watchwords of the parachute packing phase.

The air equipment repair instruction received in the final phase of the course is largely self-paced. The fundamentals of inspection, classification and repair of airdrop equipment are taught by highly skilled parachute riggers with the most exacting of standards. The student learns how to detect and repair damaged air equipment and parachutes by using various sizes of sewing machines and other repair equipment. The repair phase culminates in the final parachute jump of the course for all students.

If the student airborne volunteer has met the exacting standards of the Rigger Course, the MOS 43E, as well as the coveted rigger badge and red cap, are awarded during graduation ceremonies. He is advised that he is now a member of a small but very elite Rigger family and, that the sight of the red hat as part of the rigger's uniform signifies the highest standards of excellence among those men and women who keep the Airborne airborne.

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Parachute Rigger